

CITY OF HARRISBURG, PENNSYLVANIA

Honorable Stephen R. Reed
Mayor



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Business Administrator

Submitted to City Council

November 28, 2006

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2007 PROPOSED BUDGET

CITY OF HARRISBURG, PENNSYLVANIA

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2007 PROPOSED BUDGET

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HOW TO USE THE BUDGET DOCUMENT

This page provides an explanation of the format and content of the Fiscal Year (FY) 2007 Proposed Budget document. To find the exact location of this information, please refer to the **Table of Contents**. The major portions of the document are described.

Introduction Section

This introductory information consists of a pictorial presentation of the City's **Elected Officials** and **Organizational Chart**, and a narrative describing the City's **Organizational Structure**.

Budget Overview

Contained within the Budget Overview is the **Budget and Finance** section. This section describes the financial and operating policies and procedures that guide the development of the City's budget. Additionally, the **Budget Summary** section provides the reader a series of financial summaries with information on revenues, expenditures, and staffing levels for FY 2007 as proposed and prior years.

Budget Detail

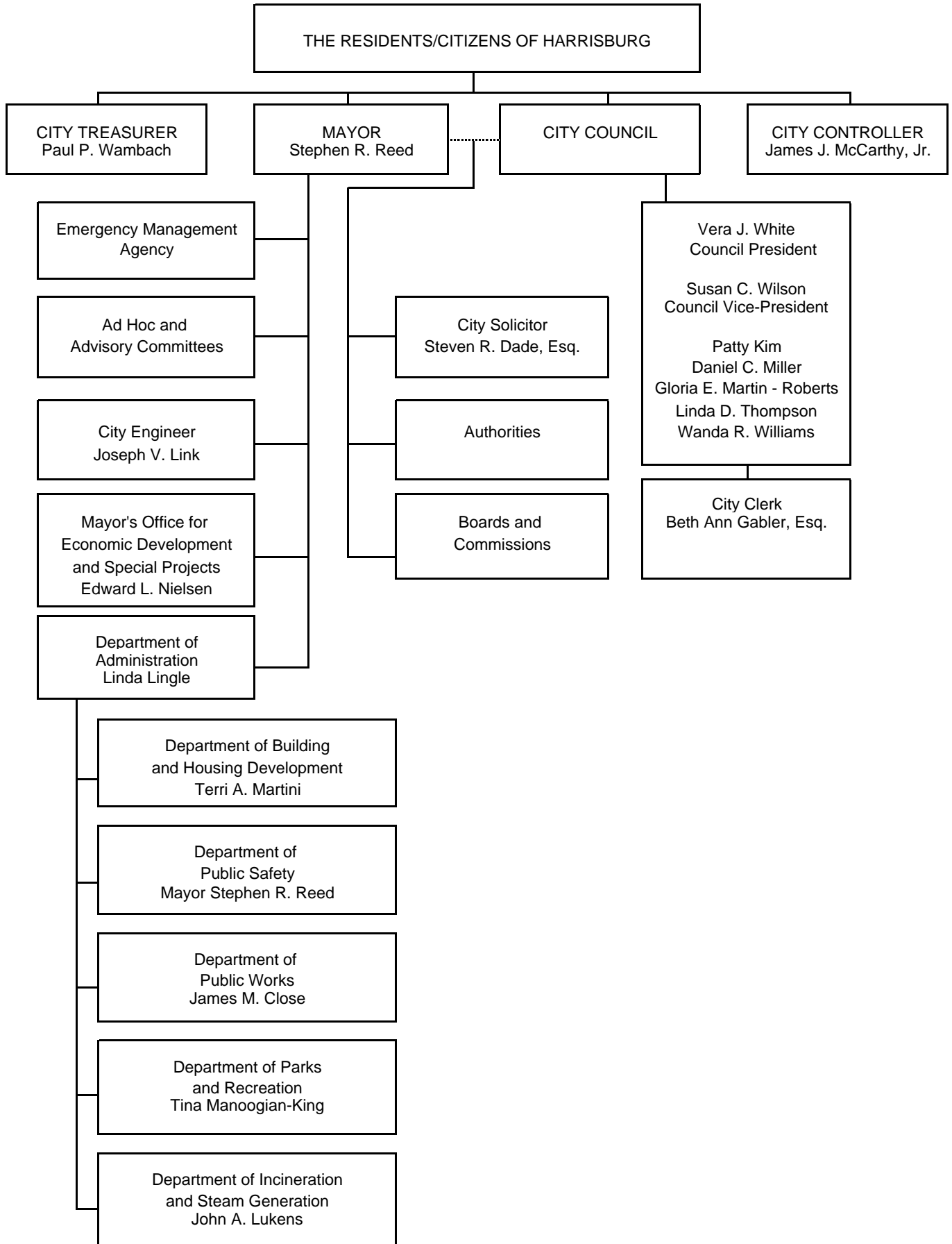
These sections contain information on FY 2007, as well as historical revenue and expenditure information for the **General Fund, Special Revenue Funds, Debt Service Fund, and Utility Funds** operating budgets. Within each is an organizational chart, a brief description of the services provided, and relevant performance objectives and indicators. This detail of fund and corresponding department budgets is represented according to:

- Description of individual programs - a listing of the department, bureaus, offices/divisions, and corresponding functions.
- Performance measures and accomplishments - listing actual performance of the department by program for FY 2003 - 2005 actuals and projected performance for FY 2006 and 2007.
- Summary of resources (projected revenue) and appropriations (proposed expenditures) - total fund budget.
- Detailed information on the staffing complement of all budgeted positions.
- Line-item detail - provides detail of revenues and expenditures for FY 2003 - 2005 actuals, FY 2006 approved budget, FY 2006 projections, and FY 2007 proposed budget. Revenue line-items identify specific funding sources. Expenditure line-items are categorized as personnel, operating, capital, debt service, grants, and transfers.

Appendices

Provides supplemental information on a variety of topics which are included in the **Glossary of Terms, and Glossary of Abbreviated Terms**.

CITY OF HARRISBURG ORGANIZATIONAL CHART



Note: Additional organizational charts are included in the budget document for each department to further illustrate the delineation of authority.

CITY OF HARRISBURG ORGANIZATIONAL STRUCTURE

The City of Harrisburg has a "Strong Mayor/Council" form of government. The Mayor is the full-time Chief Executive Officer, and City Council Members are the separate, part-time Legislative Body. The Mayor possesses the power to veto legislation. The veto would require a two-thirds vote of City Council to override. As the Chief Executive Officer, the Mayor prepares and submits his budget to City Council for review and approval. Organizationally, this provides the Mayor an institutional focus for planning, programming, and developing policy. In fact, the Mayor clearly and directly has the authority and responsibility to determine public policy relating to financial and administrative matters with appropriate oversight by City Council.

On, or about, March 19 (the anniversary of the City's Incorporation as a City in 1860), the Mayor provides the "State of the City" address at a public event. This address presents the general state of the City's finances and overall economy and describes the policies established in the fiscal year budget approved by the Mayor and City Council. The Administration is charged with the responsibility of carrying out the Mayor's policies as set forth by the Budget and in Executive Orders issued throughout the year. He provides specific direction through monthly cabinet meetings held on the second Monday of every month, as well as through Executive Orders. The cabinet meetings are as much a means for cross-communication among members as they are a forum for delegation by the Mayor. There are 20 members of the cabinet consisting of all department and office directors, certain deputy department directors, and select staff members.

The Mayor, as chief executive, has the sole authority to select, direct, and oversee his Administration. As head of the Executive/Administrative Branch of government, the Mayor appoints the Business Administrator. The Business Administrator is the Chief Administrative Officer of the City and is responsible for conveying mayoral instruction to directors and deputy directors. With a top-down form of management, department directors and deputy directors are fully accountable for departmental operations. This includes overseeing supervisory line management to assure that the City's goals and priorities are met.

The formal organizational structure of the City comprises General Government operations and five departments: Administration, Building and Housing Development, Public Safety, Public Works, and Parks and Recreation. The City's administrative focus is the department. The largest organizational component within a department is the bureau. The structural design of the bureau is closely tied to service output or function. Bureaus provide separation of duties within each department. With responsibilities delegated at such a definitive level, many bureaus can be interpreted as local government programs. A further delineation by division/unit emphasizes the distribution of work loads to achieve a specific output. To evaluate this output, the Budget staff has incorporated policy objectives and performance measurements into the budget document to analyze the effectiveness and efficiency of service delivery. Meeting organizational goals and objectives is the ultimate outcome each department is attempting to achieve.

To account for departmental and office fiscal transactions, the City utilizes the fund basis of accounting whereby all governmental activities are accounted for through a series of distinct funds which include reporting entities to control resources and demonstrate compliance with various legal and budget constraints affecting government. The General Fund accounts for all resources not otherwise devoted to specific activities and finances many of the basic municipal functions. Other governmental funds include Special Revenue Funds, Capital Projects Fund, and Debt Service Fund. The City also has an expendable Trust Fund and four Utility Funds. The budget is organized by fund and is further identified by revenue and expenditure detail.

Some departments combine the operations of more than one fund. The Department of Building and Housing Development combines General Fund operations with Community Development Block Grant (CDBG) Fund operations. Additionally, the Department of Public Works combines General Fund and State Liquid Fuels Tax Fund operations with three Proprietary/Utility Fund operations. This is significant because the systems of three Proprietary/Utility Funds, the Water Utility (water distribution system), the Sewerage Utility (sewerage collection, conveyance and treatment system), and the Incineration and Steam Generation facility (resource recovery facility) are owned by The Harrisburg Authority (THA) but, through management agreements, are operated by the City. Under the agreements, THA provides for capital improvements and finances operations through the establishment of customer/user fees. The Sanitation Utility Fund also comes under the Department of Public Works but is owned and operated solely by the City.

The Offices of General Government, departments, and bureaus listed below are part of the General Fund with the exception of CDBG operations; Bureaus of Water, Neighborhood Services - Sanitation, and Sewer; State Liquid Fuels Tax Fund; and the Department of Incineration and Steam Generation. Further discussion regarding the departments will involve a summary of the roles of management and supervisory personnel.

General Government encompasses eight offices, which include separate offices for elected officials. The Office of City Council is made up of seven at-large elected members headed by the Council President. The City Clerk provides technical and administrative support to City Council.

The Office of the Mayor is the administrative office for all mayoral activities. The Mayor, who is elected, is the highest ranking official. Mayor's Office personnel include a Senior Assistant, an Advisor to the Mayor/Director of Communications, one additional assistant, and other support staff who conduct the day-to-day business of this office.

The City Controller and the City Treasurer are part-time elected officials. Each has an office to provide required public service. Both have full-time deputies who are delegated to carry out daily operations.

The Office of the City Solicitor, also referred to as the Law Bureau, is headed by the City's Chief Counsel, the City Solicitor, who is appointed by the Mayor and confirmed by City Council. This Office ensures that the policies adopted and actions taken by the Mayor and City Council fall within the limitations and authorities prescribed by federal, state, and local statutes and ordinances. Assisting the City Solicitor is the Deputy Solicitor, staff attorneys, and support staff.

The Harrisburg Human Relations Commission consists of nine unpaid persons appointed by the Mayor and confirmed by City Council. An Executive Director, responsible to the Commission, operates an office for promoting fair housing and investigating any reports of discriminatory practices.

The Office of the City Engineer, headed by the City Engineer, provides professional engineering services for the maintenance of City streets and utility systems. The Office also ensures the construction of City streets and utility systems are in accordance with City ordinance, state laws, and sound engineering practices. This office also maintains the official real estate registration for the City.

The Mayor's Office for Economic Development and Special Projects, headed by a Director, implements the economic development plan of the Administration. This plan emphasizes Minority and Women Business Enterprise and Business/Industrial Development. A Deputy Director acts as the Contract Compliance Officer, and carries out other specific functions of the plan. The Director also oversees any special projects that will provide leadership for diverse long-term projects undertaken by the City.

The Department of Administration works with the Mayor to uphold policy by overseeing the administrative management and supervision of all City departments. The Business Administrator works with department directors, deputy directors, and bureau directors to assure the proper administration of their operations and is responsible for the negotiation of all three collective bargaining contracts. This department has one Deputy Business Administrator. The Deputy serves as Director of Financial Management, directing the Accounting, Budget, Insurance and Risk Management, and Purchasing Offices with the assistance of three office managers and is responsible for administering Debt Service, General Expenses, and Transfers to Other Funds as well as the City's insurance, workers' compensation, and loss control programs. The Bureau of Information Technology is headed by an Acting Director and oversees all of the City's information and communication systems. The Bureau of Human Resources, headed by a Director, manages the City's human resource operation which includes payroll processing, maintenance of personnel records, recruitment for vacant positions, and administering the City's benefits programs. The Bureau also participates in the negotiation of collective bargaining contracts. The Bureau of Operations and Revenue, headed by a Director, is responsible for the billing and processing of property and mercantile taxes and utility revenue, and collection activities on delinquent accounts. In order to carry out these functions, the Director is assisted by a Tax and Enforcement Administrator and an Operations Manager.

The Department of Building and Housing Development is supervised by a Director, who is accountable for all CDBG Programs. The department has two Deputy Directors. The first deputy serves as the Deputy Director of the Bureau of Planning and is primarily responsible for promoting orderly development throughout the City. Additional management staff include a Current Planner and an Urban Planner. The second deputy administers the day-to-day activities of the Bureau of Inspections and Codes Enforcement. This bureau initiates all zoning and building inspection efforts of the City. Additional management staff include an Assistant Codes Administrator.

The Department of Public Safety consists of the Bureaus of Police and Fire. The Mayor is the Director of this department. Although the Police Chief and Fire Chief attend the Mayor's cabinet meetings, they also meet separately with the Mayor and the Business Administrator weekly to discuss relevant public safety issues.

The Bureau of Police is headed by the Police Chief and three captains. These positions are all classified as management. Uniformed officers under the rank of captain are not classified as management personnel. Lieutenants, sergeants, and corporals fulfill supervisory roles. The three captains head the Uniformed Patrol, Criminal Investigation, and Technical Services divisions. Within these divisions, additional organizational components exist. Many of these sections or units carry out specified police activities. The variety of police operations and the number of approved personnel make it the largest and most complex bureau in the City's organization. The Police Accreditation Program accounts for some of the structural delineations in this bureau because many stipulations for accreditation require appropriate separation of duties.

The Bureau of Fire, headed by a Fire Chief and two Deputy Fire Chiefs, maintains four fire houses and a large complement of fire fighting apparatus with full-time personnel to support these facilities. Other personnel are uniformed firefighters, some of whom are assigned to specific details such as fire safety and fire inspection.

The Department of Public Works consist of four General Fund bureaus, three Utility Funds, and a Special Revenue Fund: Office of the Director, Neighborhood Services - City Services, Vehicle Management, Building Maintenance, Water, Sanitation, Sewerage, and the State Liquid Fuels Tax Fund. Many of the services provided by the Department of Public Works require a twenty-four hour, seven-day-per-week schedule. The crucial utility infrastructure services which are maintained around the clock include water and sewerage facilities, traffic signal engineering, and general management of City streets in the event of an emergency. The Office of the Director oversees the entire operation of Public Works and serves as an advisor to the Mayor regarding any serious conditions, thus promoting a concerted effort within the Administration to cope with unforeseen problems.

The Department Director is assisted by two Deputy Directors. The first deputy serves as the Deputy Director for Public Works Operations and is primarily responsible for the operation of the Sewerage Utility, although special assignments are completed as requested by the Director. The Deputy Director for Public Works Operations also coordinates efforts between THA and the City on all issues related to water, resource recovery, and sewerage system operations. The second deputy oversees the Bureau of Neighborhood Services, which is comprised of City Services, Sanitation, and the State Liquid Fuels Tax Fund. The Bureau of City Services manages the City's street and sewer line maintenance and repairs and, in addition, performs leaf collection, debris removal, demolition, and related duties, maintains 91 signalized intersections, streetlight repair, and the installation of all traffic control signs within the City. In order to carry out these functions, the Deputy Director is assisted by a Deputy Director of Neighborhood Services, who supervises the twenty-one member work crew and a twenty-two member sanitation crew that is funded from the Sanitation Utility Fund. The Bureau of Vehicle Management, managed by a Director, services all City vehicles and vehicular equipment. The Director of the Bureau of Building Maintenance supervises the staff charged with the upkeep of the City Government Center Complex as well as the Duplication Center.

As mentioned earlier, three utility funds are also part of the Department of Public Works. The Water Utility Fund (Bureau of Water) consists of three divisions: Administration, Distribution, and Operations/Maintenance. The Bureau Director oversees the entire water system operation. Two superintendents manage the infrastructure details and an Administrator of Water Quality operates the laboratory. The Sanitation Utility Fund (Bureau of Neighborhood Services - Sanitation) has a twenty-two member crew, and as noted earlier, is managed by a Deputy Director. The Sewerage Utility Fund (Bureau of Sewerage) consists of four divisions: Administration, Operations, Maintenance, and Field Maintenance. As noted earlier, the departmental Deputy Director for Operations oversees this bureau with the assistance of three supervisors.

The Director of the Department of Parks and Recreation oversees all parks and recreation operations, including coordination and marketing of special events, park planning and development, park security, and the publication of a periodic recreational guide. The Director of the Bureau of Recreation manages all recreational activities for the City. The Director of the Bureau of Parks Maintenance directs the maintenance of parks and other public open spaces throughout the City.

The Department of Incineration and Steam Generation is headed by a Director, who is supported by an Administrative Supervisor. Organizationally, this is the only Utility Fund that has departmental status. This is largely due to the complexity of the operation. Ordinarily, the facility serves as the City's municipal solid waste (MSW) disposal site, MSW Incinerator, steam generator, and electrical production facility. The incineration of MSW eliminates the necessity to send this waste to a landfill, saving valuable land space. The steam produced is sold for use in homes and businesses and to produce electricity. This alternative energy generation through the combustion of MSW reduces dependence on foreign fuel sources. In 2003, the incinerator units were shut down and the Facility was retrofitted, becoming operational, once again, in 2006. The retrofitted Harrisburg Incinerator utilizes state of the art technology to meet all current Pennsylvania Department of Environmental Resources and Environmental Protection Agency criteria required for such a facility.

The City is unique in providing a full array of services including utility operations. Many cities with similar demographics do not have the resources to carry out these complicated operations. Harrisburg has used an entrepreneurial approach to solving problems resulting in substantial new energy and non-tax revenue for the City while meeting public needs. Through improved productivity, the Administration intends to expand services where necessary and minimize costs.

BUDGET AND FINANCE

SCOPE OF THE BUDGET

The budget for the City of Harrisburg is a multifaceted document that expresses spending policy for the fiscal year, illustrates a resource allocation plan for the Administration to implement, describes the services provided, and provides a means of communication between citizens and elected officials.

The budget spells out a management strategy through specific objectives designed to provide the best services at the most efficient cost. With regard to the delivery of services, these objectives must produce measurable results as key indicators of the effectiveness and efficiency of government policies and programs. Programs must be evaluated every year to determine their legitimacy since limited resources must be allocated between existing programs and the need for new ones. Also, the success of programs and the efficiency with which policy goals are met constitute two performance measures by which managers are evaluated for tenure and annual salary increases.

Interplay between elected officials and input from citizens via budgetary hearings and public access to the budget, further enhances the democratic process involved in the public programming and financing. Elected officials, who experience a wide range of pressures and competing interests, must take the initiative to hold the line on budget growth. As the chief executive, the Mayor is at the center of the budgeting process, commanding a comprehensive perspective on disparate interests. It is the Mayor who takes the lead in determining budgetary policies within an environment of competing priorities and limited local government resources. City Council then examines the Mayor's proposed budget and has the opportunity to make amendments before approving it in final form.

In summary, the budget is a policy instrument, a financial plan, an operations guide, and a communicative device. The true art of budgeting reflects a combination of leadership, independent judgment, competent administration, and cooperation between the various branches of City government.

BUDGET PROCESS

The budget for the City is compiled by the Bureau of Financial Management's Office of Budget and Analysis. The fiscal year for the City of Harrisburg is January 1 to December 31. The actual budget preparation process gets underway in late July. One important element of this process is a cooperative effort between the Bureau of Financial Management and Bureau of Information Technology which produces the Position Control Salary Projection reports for all funds. This salary information is vital in preparing personnel projections because it incorporates proposed management increases and bargaining unit contractual increases. Such personnel data greatly assists department directors in determining salary costs for the budget requests.

During the last week of July, the Budget Preparation Manual is distributed to all department heads/bureau chiefs for use in establishing expenditure requests. The City has historically used an incremental budget technique in arriving at the requested figures. Incremental budgeting emphasizes changes in the costs of providing City services based on competing priorities. To evaluate these priorities, department directors/bureau chiefs examine historical trends of line-item costs using a five-year cost analysis to determine the needs of the department or office for the forthcoming year. The department's requests are input onto computerized budgetary spreadsheets that categorically incorporate requests into a singular format, distinguishing expenditures in the following manner: Personnel, Operating, Capital Outlay, Debt Service, Grants, Transfers, and Non-Expenditure Items. Once all the data is prepared, it is submitted electronically to the Office of Budget and Analysis. The Office of Budget and Analysis reviews all requests for accuracy and completeness and submits them to the Business Administrator. Subsequent to the Business Administrator's review, the draft and recommendations are forwarded to the Mayor for his review. In early October, mayoral budget hearings are held with each department as forums where department directors can substantiate their expenditure projections and justify their requests.

Forms are prepared and submitted to all department directors for use in developing projections for anticipated revenues for the ensuing year. This step usually occurs around the beginning of August. The Office of Budget and Analysis prepares the revenue projections for presentation to the Mayor, who will evaluate the budget gap between revenue projections and expenditure requests. The Mayor meets with the budget staff to determine the most viable means to balance the budget. Generally, two or three lengthy sessions are required before the budget is balanced and decisions regarding revenue and expenditure proposals are incorporated into the proposed budget document.

Pursuant to the City's Administrative Code, the Mayor's Proposed Budget is presented to City Council at the last legislative meeting in November, at which time the document becomes available to the public.

During Budget and Finance Committee meetings, set by City Council, all departments present to Council an estimate of the revenues and expenditures required to provide public services during the ensuing fiscal year.

City Council then makes appropriations and adopts the budget by ordinance no later than December 31. During the month of January following a municipal election, however, City Council may amend the budget with proper notice for public inspection of the proposed budget amendment. Any amended budget ordinance must be adopted by City Council before the 16th day of February. Within 15 days after the adoption of the budget ordinance, a copy of the same must be filed with the Commonwealth of Pennsylvania, Department of Community and Economic Development.

BUDGET CALENDAR

July-September	<ul style="list-style-type: none"> • Prepare and distribute expenditure request preparation manuals • Prepare and distribute revenue projection manuals • Update title and divider pages, table of contents, and organization charts • Compile expenditure requests returned from office/department directors
September-October	<ul style="list-style-type: none"> • Update the Budget and Finance section • Design cover for Budget • Prepare photo layouts • Develop revised revenue and expenditure projections based on Mid-Year Fiscal Report projections and actual activity to date • Mayoral budget hearings and review process with department directors • Update and distribute narrative and performance measurement preparation manuals • Update narratives and performance measurements as submitted by office/department directors
October	<ul style="list-style-type: none"> • Prepare a preliminary Summary statement of projected revenues vs. proposed expenditures • 1st and 2nd rounds of budget review with Mayor and Office of Budget and Analysis staff • Update Budget Summary section
November	<ul style="list-style-type: none"> • Final revision and proofreading of Mayor's Proposed Budget • Compiling, printing, and binding of Mayor's Proposed Budget • Mayor's Proposed Budget presented to City Council
December	<ul style="list-style-type: none"> • Councilmanic budget hearings and adoption
January-March	<ul style="list-style-type: none"> • Final revisions, printing, binding, and distribution of the Approved Budget

REVENUE PROJECTIONS

Using actual and projected data, various analyses are performed by the Bureau of Financial Management to project revenues. Revenue estimates are based on four different projection methods which incorporate growth rates over the previous ten years, current year receipts, collection rates where applicable, and important input from department directors and the Bureau of Operations and Revenue. Each projection method is tested against actual prior year revenues to determine validity. This validity test is conducted at the revenue line-item (detail) level, and only the projection methods deemed valid are utilized. In addition, unusual circumstances and one-time revenue sources are given appropriate consideration.

REVENUE PROJECTION METHODS

Method 1:	10-year Average Growth Rate x 2005 Actual Revenues at December 31, 2005
Explanation:	The ten-year average growth rate from 1996-2005 multiplied by the 2005 actual revenues is used as a projection for the 2006 revenues. By utilizing the average growth rate for an additional year, the 2007 revenues are projected.
Method 2:	2006 Actual Revenues at August 31, 2006 ÷ 8 months x 12 months
Explanation:	A monthly average of current year revenues is calculated based on eight months of receipts, which are then annualized to project current year revenues. Based on revenue trends and this method of projection for 2006 revenues, 2007 revenues are projected.
Method 3:	2006 Actual Revenues at August 31, 2006 ÷ (2005 Actual Revenues at August 31, 2005 ÷ 2005 Actual Revenues at December 31, 2005)
Explanation:	A percentage of 2005 revenues is determined from revenue receipts at August 31, 2005. The 2006 actual revenues at August 31, 2006, are divided by the percentage collected at August 31, 2005, to project revenues for 2006. By reviewing revenue trends in conjunction with this method of projection for 2006 revenues, the 2007 revenues are projected.
Method 4:	Percentage of 2005 Revenue Budget Collected at December 31, 2005 x 2006 Budget
Explanation:	2006 revenues can be projected by multiplying the percentage of 2005 Budget which was collected at December 31, 2005, times the 2006 Budget. By reviewing the historical actuals to budget ratios, assumptions can be determined to assist in 2007 revenue projections.

PERFORMANCE MEASUREMENTS

A Performance Program Budget (PPB) system utilizes specific program objectives to produce a desired output. The City currently does not present a formal programmatic budget; however, many aspects of the existing budget emulate the strategy of PPB. A program is a primary function of government which identifies clearly the delivery of a particular service to the taxpayers. The bureaus, divisions, and units actually represent individual City programs. An important exercise in preparing a PPB is determining performance measurements to meet specific program objectives.

The purpose of preparing performance measurements is to quantitatively determine the effectiveness and efficiency of departmental programs. The budget is the resource allocation plan for the City, and it identifies the financial input necessary to meet departmental objectives. Performance measurements, or indicators, measure the level of output against the input of budgeted funds. The end result should be to minimize the resources or dollars utilized to achieve a specified level of output. From a policy standpoint, these measures can provide data to decision-makers to assist them in providing better services to citizens at the least possible cost. They also can provide direction in appropriating available resources, identifying areas of service which may require more resources, and addressing strengths and weaknesses in achieving the objectives of the services being provided.

Performance measurements are based on a management objective established by the department director. These measurements concentrate on the performance of the entire bureau or division, not on an individual's performance. The activities measured are those required to meet the overall objective of the department/bureau. If the measured activity achieves most of its objectives and receives a highly satisfactory rating, then it is considered to be effective.

The 2007 Budget includes data measuring a department's performance. This data provides 2003, 2004, and 2005 actual data, 2006 estimates, and 2007 projections. An overview of the accomplishments for each program has been included for 2005, the most recent year for which actual data was available. Since the 2006 actual measurement data was not complete before the preparation of this document, department directors provided estimates. Using 2003, 2004, and 2005 actual data, and 2006 estimated data, department directors were able to determine 2007 projected measurements. In addition to analyzing historical trends, management evaluates all relevant changes which could affect performance output.

Since the City's management reserves the right to establish goals and objectives to determine the cost of service delivery, quantitative analysis of City services assists management in providing the best possible service at the least possible cost. It is hoped in the future that citizen surveys can become part of performance measurements to determine taxpayer satisfaction. Given the limited resources of time and staffing, such a survey is currently impractical. To some degree, however, the election process itself is an indication of taxpayer satisfaction.

BUDGETARY ACCOUNTING AND CONTROLS

A City Council ordinance establishes the annual budget for the General Fund, Special Revenue Funds, Debt Service Fund, and Proprietary (Utility) Funds. Budgets for all funds are prepared on a cash basis with respect to revenues and on an items vouchered basis with respect to expenditures. Some Special Revenue Funds are exempted from legally adopted budgetary requirements, such as Grant Programs Fund, Capital Projects Fund, and Expendable Trust Funds.

More than 125 different grant programs accounted for in the Grant Programs Fund are administered under project budgets determined by contracts with state and federal grantor agencies. Effective expenditure control is achieved in the Capital Projects Fund through bond indenture provisions. Control over spending in the Expendable Trust Fund is achieved by the use of internal spending limits.

The Business Administrator may authorize budgetary transfers of less than \$20,000 among budget line-items within a department or office. Transfers in excess of \$20,000 require approval of City Council. In the absence of budgeted financing, City Council may approve a supplemental appropriation from undesignated fund balances. Unencumbered appropriations lapse at year end.

The City maintains budgetary controls to ensure compliance with legal provisions embodied in the annual appropriated budget. The appropriations are authorized by ordinance at the fund level with the exception of the General Fund, which is appropriated at the functional office or department level. Within the General Fund, the Department of Administration has separate budgets for administration and general expenditures. These are the legal levels of budgetary control. Administrative control is maintained through more detailed line-item budgets. The City also maintains an encumbrance accounting system as one technique of accomplishing budgetary control.

Encumbrances:

Encumbrance accounting, under which purchase orders, contracts and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation, is employed as an extension of formal budgetary integration in the governmental and proprietary fund types. Encumbrances outstanding at year end do not constitute expenditures or liabilities, but are reappropriated in the succeeding year. The City records such encumbrances as reservations of fund balances in governmental funds which have fund balances at year end. Encumbrance accounting is used in proprietary fund types as a tool for budgetary control, but reserves are not reported. The subsequent year's appropriations provide authority to complete the transactions as expenditures.

FINANCIAL INFORMATION

The management of the City is responsible for establishing and maintaining an internal control structure designed to ensure that assets are protected from loss, theft, or misuse and that adequate accounting data is compiled to allow for the preparation of financial statements in conformity with generally accepted accounting principles. The internal control structure is designed to provide reasonable, but not absolute, assurance that these objectives are met. The concept of reasonable assurance recognizes that (1) the cost of a control should not exceed the benefits likely to be derived and (2) the valuation of costs and benefits requires estimates and judgments by management.

Independent Audit:

The City's Administrative Code requires an annual independent audit of the books of account, financial records, and transactions of the City by an independent certified public accounting firm. In addition, various bond indentures also require such an audit.

In addition to meeting the requirements set forth above, the audit has also been designed to comply with the Single Audit Act of 1984 and related OMB Circular A-133. The independent auditor's report on the basic financial statements, along with the combining and individual fund statements and schedules, is included in the financial section of the City's Comprehensive Annual Financial Report. The independent auditor's reports related specifically to the single audit are included in a separately issued single audit document.

Single Audit:

As a recipient of federal and state financial assistance, the City is also responsible for ensuring that an adequate internal control structure is in place to ensure compliance with applicable laws and regulations related to those programs. The internal control structure is subject to periodic evaluation by management and internal audit staff of the City.

As part of the City's single audit, tests are made to determine the adequacy of the internal control structure, including that portion related to federal financial assistance programs and the City's compliance with applicable laws and regulations.

Cash Management:

The City's current investment policy is to minimize credit and market risk while maintaining a competitive yield on its portfolio. All cash which is temporarily idle is invested in interest bearing demand deposits, repurchase agreements, or statewide money market funds, thereby increasing the average yield on idle funds. A significant portion of the City's cash and investments is maintained in bank trust accounts under the management of trustees.

An ordinance of City Council requires that all deposits be held in insured, federally regulated banks or financial institutions and that all amounts in excess of federal insurance be fully collateralized in accordance with a state statute which requires banks to pledge a pool of eligible assets against the total of its public funds on deposit.

Basis of Accounting:

Although the annual budget is prepared on a cash basis with respect to revenues received and on an items vouchered (invoiced) basis with respect to expenditures incurred for all funds, the Governmental Funds and Expendable Trust and Agency Funds are reported on the modified accrual basis of accounting for financial statement purposes. Revenues of these funds are recognized in the year in which they become both measurable and available within 60 days after year end to pay current year liabilities. The major revenue sources accrued by the City include real estate taxes, intergovernmental revenue, departmental earnings, and investment income. Revenues from other sources are recognized when received. Expenditures are generally recognized in the year the related fund liability is incurred. Principal and interest on general long-term obligations are recognized when due. Prepaid items and inventory purchases are reported as expenditures in the year the items are used. Expenditures for claims, judgments, compensated absences, and employer pension contributions are reported as the amount accrued during the year that normally would be liquidated with expendable available financial resources.

The accrual basis of accounting is utilized by proprietary fund types for financial statement reporting purposes. Under this method, revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred.

BUDGET SUMMARY

RESOURCE ALLOCATION

The following Resource Allocation chart lists resources and appropriations for each fund and provides a grand total for all City resources. The accounts of the City are organized on the basis of fund(s), each of which is considered to be a separate accounting entity. These funds are the General Fund, Special Revenue Funds (State Liquid Fuels Tax Fund and the Community Development Block Grant Fund - Entitlement Year XXXII), Debt Service Fund, and four utility funds. The City of Harrisburg has established the following utility funds: the Water Utility Fund, the Sanitation Utility Fund, the Landfill/Incinerator Utility Fund, and the Sewerage Utility Fund. Although each fund is accounted for independently, the proper cooperation and interaction among all funds contribute to the overall effective and efficient management of City government.

GENERAL FUND

The General Fund is used to account for resources traditionally associated with government which are not required legally or by sound financial management to be accounted for in another fund.

SPECIAL REVENUE FUNDS

Special Revenue Funds are defined as those funds used to account for proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.

State Liquid Fuels Tax Fund:

The State Liquid Fuels Tax Fund is used to account for State aid revenue for maintaining, building, and improving City roads and bridges in accordance with policies and procedures of the County Liquid Fuels Tax Act of 1931 and the Liquid Fuels Tax Act 655 of 1956 of the Commonwealth of Pennsylvania.

Community Development Block Grant Fund:

The Community Development Block Grant Fund is used to account for the revenues and expenditures of the Federal Community Development Block Grant Entitlement Program.

DEBT SERVICE FUND

The Debt Service Fund is used to account for the accumulation of resources, principally transfers from the General, Capital Projects, and State Liquid Fuels Tax Funds, for the payment of general long-term debt principal, interest, and related costs.

UTILITY FUNDS

Utility funds (also termed enterprise or proprietary funds) are used by a governmental entity to account for services provided to the general public on a user charge basis.

Water Utility Fund:

The Water Utility Fund is used to account for the revenues and expenses associated with the provision of water service to residential, commercial, and industrial establishments of the City as well as several municipalities surrounding the City.

Sanitation Utility Fund:

The Sanitation Utility Fund is used to account for the revenues and expenses associated with the provision of refuse collection and disposal services to residential, commercial, and industrial establishments of the City.

Landfill/Incinerator Utility Fund:

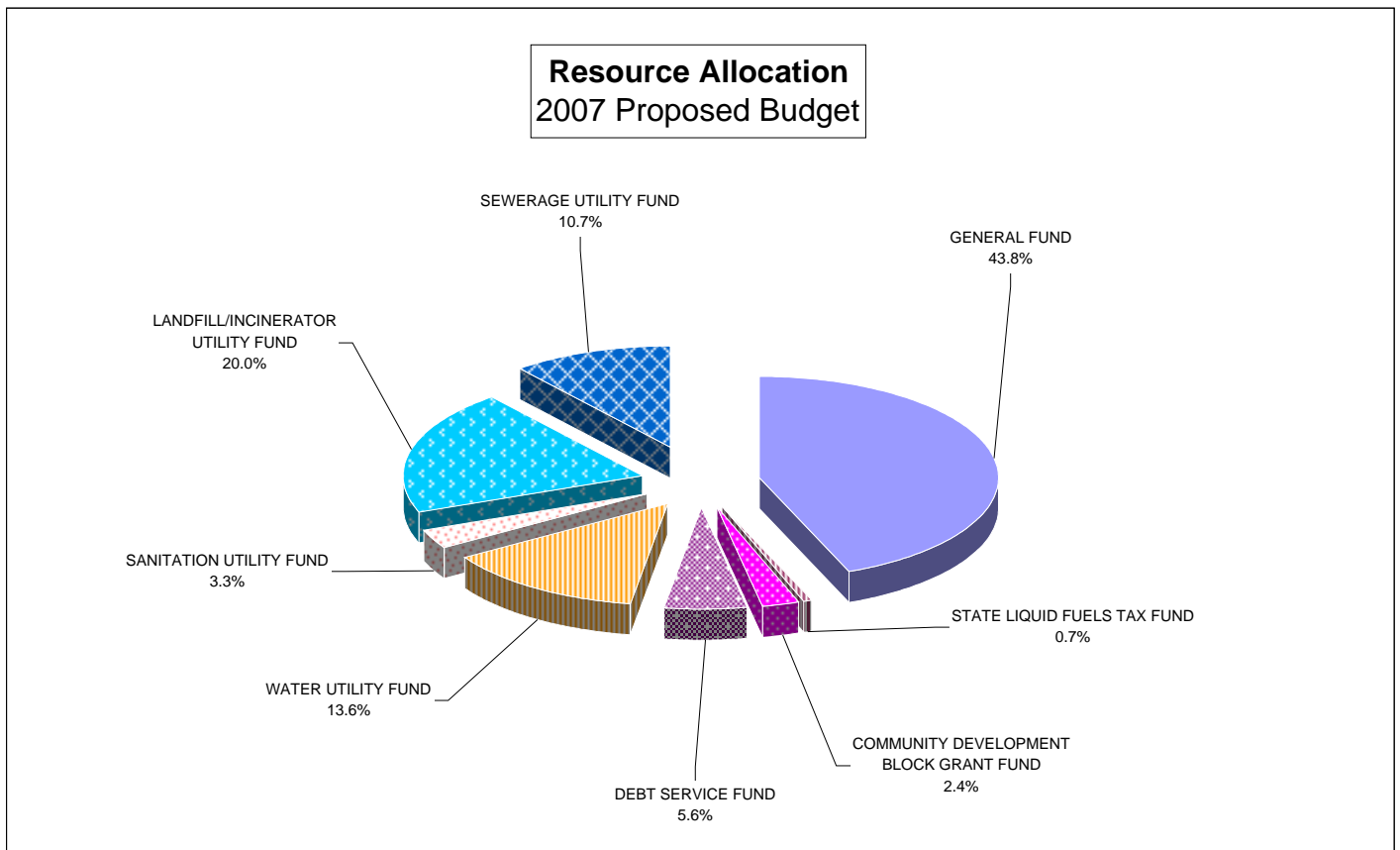
The Landfill/Incinerator Utility Fund is used to account for the revenues and expenses associated with providing solid waste disposal.

Sewerage Utility Fund:

The Sewerage Utility fund is used to account for the revenues and expenses associated with the provision of sewerage service to residential, commercial, and industrial establishments of the City, as well as six municipalities surrounding the City.

RESOURCE ALLOCATION
2007 PROPOSED BUDGET

RESOURCES		APPROPRIATIONS	
GENERAL FUND	\$59,232,564	GENERAL FUND	\$59,232,564
STATE LIQUID FUELS TAX FUND	909,247	STATE LIQUID FUELS TAX FUND	909,247
COMMUNITY DEVELOPMENT BLOCK GRANT FUND	3,201,449	COMMUNITY DEVELOPMENT BLOCK GRANT FUND	3,201,449
DEBT SERVICE FUND	7,561,531	DEBT SERVICE FUND	7,561,531
WATER UTILITY FUND	18,352,925	WATER UTILITY FUND	18,352,925
SANITATION UTILITY FUND	4,400,900	SANITATION UTILITY FUND	4,400,900
LANDFILL/INCINERATOR UTILITY FUND	27,049,014	LANDFILL/INCINERATOR UTILITY FUND	27,049,014
SEWERAGE UTILITY FUND	14,527,900	SEWERAGE UTILITY FUND	14,527,900
TOTAL RESOURCES	<u>\$135,235,530</u>	TOTAL APPROPRIATIONS	<u>\$135,235,530</u>



SUMMARY OF REVENUES

GENERAL FUND

General Fund revenue is expected to increase \$111,687, or 0.19%, from the 2006 Budget. Real Estate Tax revenues, totaling \$15,041,000, are anticipated to increase \$1,735,000, or 13.04%, from 2006. This increase is primarily the result of an increase in real estate tax rates of 1.5 mills proposed for 2007. Transfer Taxes are projected to increase \$44,000, or 5.82%, over 2006 Budget levels as the market continues to be attractive for the buying and selling of real property in the City. Emergency and Municipal Services (EMS) Taxes are anticipated to decrease \$112,600, or -3.53% from 2006. This decrease is due to more regular payment of the tax than in the first two years of its existence. Earned Income Taxes are expected to increase \$92,100, or 2.87%, from 2006. Mercantile/Business Privilege Taxes are anticipated to increase \$226,535, or 6.21%, from 2006 Budget levels due to increased projected Parking Tax collections in 2007. Departmental Revenues are anticipated to decrease \$4,100,288, or -18.47%, primarily due to reimbursement from the Commonwealth for emergency telecommunications services that was budgeted in 2006, yet not received. No such reimbursement was budgeted for 2007. Fines and Forfeits are expected to decrease by \$234,160 from the 2006 Budget due to decreases in the amounts budgeted for traffic and parking violations. Business Licenses and Permits are budgeted to increase \$33,000, or 6.89%, in 2007, due to rising cable service fees. Interest Income is expected to be \$2,390 higher in 2007. Property Income is anticipated to be \$10,000 lower in 2007. Miscellaneous Revenue is expected to be \$485,660, or -41.15%, lower in 2007 due to fewer non-recurring revenue sources. Other Financing Sources are expected to be \$2,169,313 higher in 2007, as the City intends to borrow funds in late 2006 to stabilize its financial situation. This increase represents the General Fund's share of the debt proceeds projected to be transferred in 2007. Intergovernmental Revenue is expected to increase \$511,800, or 6.87%, due to increased projected receipts from the Harrisburg Parking Authority (HPA). Interfund Transfers are budgeted to be \$240,257, or 19.23%, higher in 2007 because of an increased transfer from the Sanitation Utility Fund. There is no Fund Balance appropriation proposed for 2007.

SPECIAL REVENUE FUNDS

State Liquid Fuels Tax Fund revenues are projected to increase by \$52,690, or 6.15%, in 2007. This is the result of an increase in the appropriation of Undesignated Fund Balance and a slight increase in Liquid Fuels Tax Receipts from the Commonwealth. The Community Development Block Grant will decrease \$226,097 or -6.60%, due to a decrease in federal funding.

DEBT SERVICE FUND

The Debt Service Fund, which primarily receives transfers from the General, Capital Projects, and State Liquid Fuels Tax Funds for payment on outstanding debt, is projected to decrease in revenue by \$1,355,465, or -15.20%, compared to the 2006 Budget. This is a result of a projected decrease in transfers from the General Fund, as a debt issue is to be repaid in 2007 using proceeds from the sale of assets.

WATER UTILITY FUND

Water Utility Fund revenues are anticipated to be \$715,842, or 4.06%, higher than the 2006 Budget. The 2007 Budget increase is primarily the result of rate increases initiated in 2006 which will be fully realized beginning in 2007.

SANITATION UTILITY FUND

Revenues for the Sanitation Utility Fund are expected to be \$162,110, or 3.82%, higher in 2007. This is primarily the result of rate increases initiated in 2006.

LANDFILL/INCINERATOR UTILITY FUND

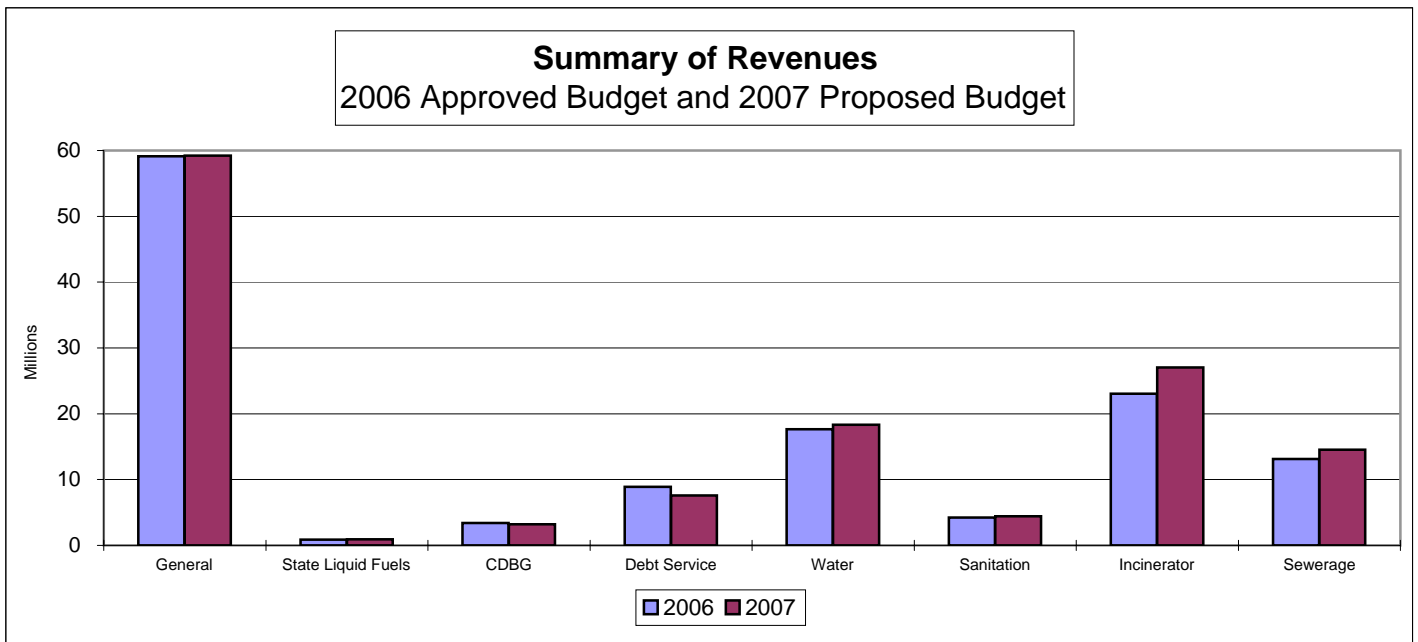
The Landfill/Incinerator Utility Fund revenues are anticipated to be \$3,984,174, or 17.27%, higher in 2007. This is attributed to the Incinerator Facility being fully operational in 2007.

SEWERAGE UTILITY FUND

The Sewerage Utility Fund revenues are expected to be \$1,377,700, or 10.48%, higher in 2007. This is primarily due to a proposed 15% rate increase, effective January 1, 2007.

SUMMARY OF REVENUES
2007 PROPOSED BUDGET

FUND	2006 APPROVED BUDGET	2007 PROPOSED BUDGET	INCREASE/ (DECREASE)	CHANGE
GENERAL FUND				
Real Estate Taxes	13,306,000	15,041,000	1,735,000	13.04%
Transfer Taxes	756,000	800,000	44,000	5.82%
Occupational Privilege Taxes	0	0	0	N/A
Emergency and Municipal Services Taxes	3,191,100	3,078,500	(112,600)	-3.53%
Earned Income Taxes	3,214,400	3,306,500	92,100	2.87%
Mercantile/Business Privilege Taxes	3,648,165	3,874,700	226,535	6.21%
Departmental Revenues	22,199,658	18,099,370	(4,100,288)	-18.47%
Fines and Forfeits	2,264,160	2,030,000	(234,160)	-10.34%
Business Licenses and Permits	479,000	512,000	33,000	6.89%
Interest Income	136,010	138,400	2,390	1.76%
Property Income	47,000	37,000	(10,000)	-21.28%
Miscellaneous	1,180,260	694,600	(485,660)	-41.15%
Other Financing Sources	0	2,169,313	2,169,313	N/A
Intergovernmental	7,450,000	7,961,800	511,800	6.87%
Interfund Transfers	1,249,124	1,489,381	240,257	19.23%
Fund Balance	0	0	0	N/A
TOTAL GENERAL FUND	59,120,877	59,232,564	111,687	0.19%
STATE LIQUID FUELS TAX FUND	856,557	909,247	52,690	6.15%
COMM. DEV. BLOCK GRANT FUND	3,427,546	3,201,449	(226,097)	-6.60%
DEBT SERVICE FUND	8,916,996	7,561,531	(1,355,465)	-15.20%
WATER UTILITY FUND	17,637,083	18,352,925	715,842	4.06%
SANITATION UTILITY FUND	4,238,790	4,400,900	162,110	3.82%
LANDFILL/INCINERATOR UTILITY FUND	23,064,840	27,049,014	3,984,174	17.27%
SEWERAGE UTILITY FUND	13,150,200	14,527,900	1,377,700	10.48%
TOTAL REVENUE	130,412,889	135,235,530	4,822,641	3.70%



SUMMARY OF EXPENDITURES

Citywide, expenditures are projected to increase \$4,822,641, or 3.70% in 2007 as compared to the 2006 Budget. Much of this increase arises from the payment of prior year's expenses in 2007 as many of the funds were in a deficit situation in 2006. The major changes are listed below.

GENERAL FUND

General Fund expenditures are budgeted to increase \$111,687, or 0.19%, from the 2006 Budget. General Government will increase \$28,535, or 0.61%. This is largely due to the payment of a grants matching share in 2007, offset by significant decreases in personnel costs as complement shrank. The Department of Administration will decrease \$390,415, or -9.91%, in 2007 attributed to the elimination or transfer of a net of six positions. The Department of Building and Housing Development will decrease \$165,097, or -13.43%, in 2007, again, due to reduction of personnel. The Department of Public Safety will increase \$1,686,017, or 6.07%, in 2007 due to increased salary and benefit costs. The Department of Public Works will decrease \$176,640, or -2.78%, in 2007. This increase is primarily attributed to reductions in Operating Expenses. The Department of Parks and Recreation will decrease \$72,907, or -2.33%, in 2007 due to decreases in personnel costs. General Expenses will increase \$2,046,484, or 64.13%, from the 2006 Budget due to the repayment of loans to other funds and the payment of prior year expenses necessitated by the 2006 deficit. Transfers to Other Funds will decrease \$2,844,290, or -32.13%, in 2007, as debt service obligations related to the Harrisburg Senators will be extinguished in 2007 with the sale of the team.

SPECIAL REVENUE FUNDS

The State Liquid Fuels Tax Fund will increase by \$52,690, or 6.15%, from the 2006 Budget. This increase is primarily due to an increase in Operating Expenses for maintenance and repairs. Community Development Block Grant expenditures will decrease \$226,097, or -6.60%, due to a decrease in federal funding.

DEBT SERVICE FUND

The Debt Service Fund, which primarily receives transfers from the General, Capital Projects, and State Liquid Fuels Tax Funds for payment on outstanding debt, will decrease \$1,355,465, or -15.20%, from the 2006 Budget due to significant decreases in General Fund debt service obligations in 2007.

WATER UTILITY FUND

The Water Utility Fund will increase \$715,842, or 4.06%, in 2007. This is due to the payment of prior year expenses as the fund did not have sufficient funds to pay these costs in 2006, due to its operating deficit.

SANITATION UTILITY FUND

The Sanitation Utility Fund will increase \$162,110, or 3.82%, in 2007. This is primarily due to an increase in the Interfund Transfer to the General Fund and the payment of prior year expenses, as the fund was projected to have a small deficit in 2006.

LANDFILL/INCINERATOR UTILITY FUND

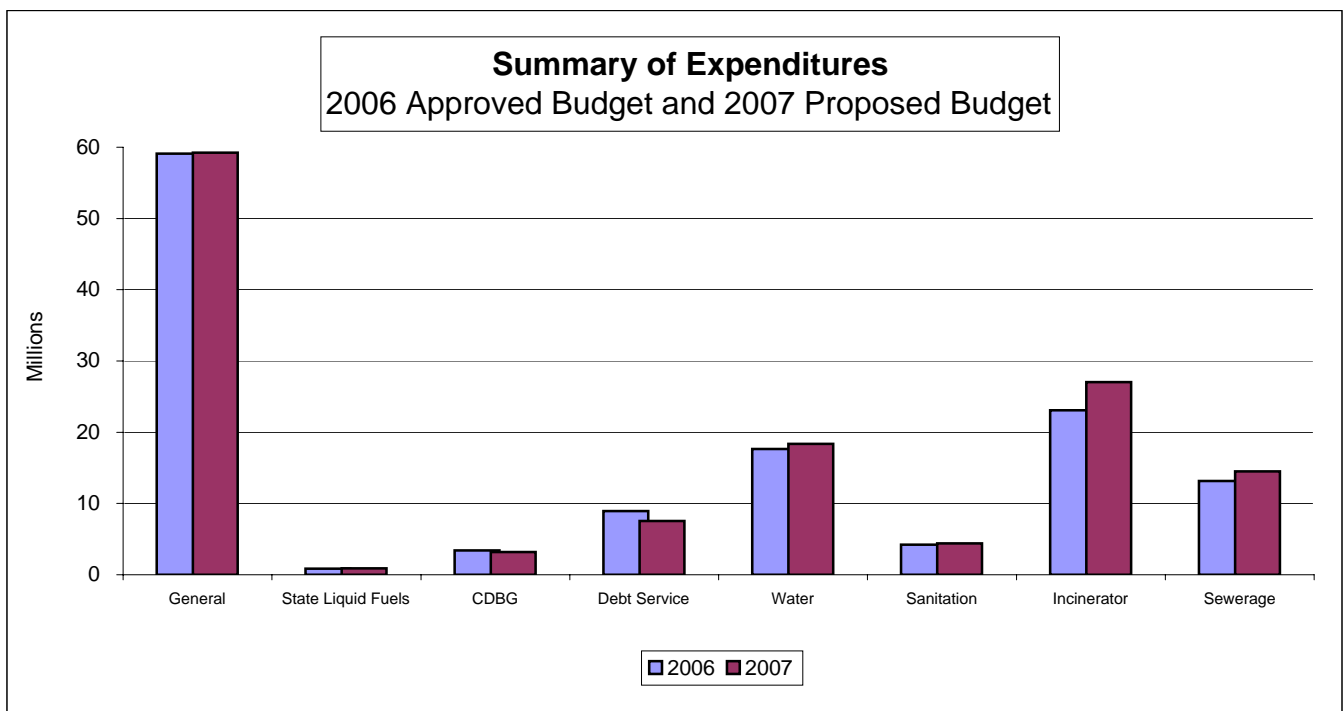
The Landfill/Incinerator Utility Fund expenses are budgeted to increase \$3,984,174, or 17.27%, in 2007. This is attributed to increases in Debt Service obligations and the payment of prior year expenses, due to the 2006 deficit. These increases are partially offset by decreases in Personnel and Operating Expenses in 2007.

SEWERAGE UTILITY FUND

The Sewerage Utility Fund will increase \$1,377,700, or 10.48%, in 2007. This is due to increased expenses in Personnel, Operating Expenses, Capital Outlay, and Non-Expenditure Items.

**SUMMARY OF EXPENDITURES
2007 PROPOSED BUDGET**

FUND	2006 APPROVED BUDGET	2007 PROPOSED BUDGET	INCREASE/ (DECREASE)	CHANGE
GENERAL FUND				
General Government	4,646,956	4,675,491	28,535	0.61%
Administration	3,939,592	3,549,177	(390,415)	-9.91%
Building & Housing Development	1,229,112	1,064,015	(165,097)	-13.43%
Public Safety	27,785,884	29,471,901	1,686,017	6.07%
Public Works	6,345,555	6,168,915	(176,640)	-2.78%
Parks and Recreation	3,130,463	3,057,556	(72,907)	-2.33%
General Expenses	3,191,382	5,237,866	2,046,484	64.13%
Transfers to Other Funds	8,851,933	6,007,643	(2,844,290)	-32.13%
TOTAL GENERAL FUND	59,120,877	59,232,564	111,687	0.19%
STATE LIQUID FUELS TAX FUND	856,557	909,247	52,690	6.15%
COMM. DEV. BLOCK GRANT FUND	3,427,546	3,201,449	(226,097)	-6.60%
DEBT SERVICE FUND	8,916,996	7,561,531	(1,355,465)	-15.20%
WATER UTILITY FUND	17,637,083	18,352,925	715,842	4.06%
SANITATION UTILITY FUND	4,238,790	4,400,900	162,110	3.82%
LANDFILL/INCINERATOR UTILITY FUND	23,064,840	27,049,014	3,984,174	17.27%
SEWERAGE UTILITY FUND	13,150,200	14,527,900	1,377,700	10.48%
TOTAL EXPENDITURES	130,412,889	135,235,530	4,822,641	3.70%



EXPENDITURE CATEGORY ANALYSIS

The Expenditure Category Analysis chart on the following page compares the 2006 Approved Budget to the 2007 Proposed Budget by expenditure category for all fund types (excluding the Debt Service Fund). The Debt Service Fund has been eliminated from this analysis to avoid duplication of debt service expenditures already included in the General Fund, Special Revenue Fund, and Utility Funds. The sole purpose of the Debt Service Fund is to account for the accumulation of resources transferred from other funds for the payment of general long-term debt and related expenditures.

Personnel Services is the largest expenditure type, representing 39.75% of the total budget for all funds for 2007. Personnel Services will increase \$872,490, or 1.75%, from the 2006 Personnel Services budget. This modest increase is primarily the result of increased benefit costs. This category increases, as a whole, despite the elimination of 47.50 positions as compared to the 2006 Budget due to the payment of unemployment costs and severance pay in 2007 resulting from the layoff of 31 employees in October 2006.

Operating Expenses, the second largest expenditure category, is 29.24% of the total budgeted funds in 2007. The 2007 Proposed Budget reflects a \$48,582, or 0.13%, increase in Operating Expenses over 2006 budgeted levels. Despite the rise in uncontrollable costs, the Administration continues to curb expenses, as to limit the impact on taxpayers.

Capital Outlay, which accounts for 1.64% of the total budget for all funds, is budgeted at a level that is \$291,751, or 16.16%, higher than what was budgeted in 2006. Capital Outlay in the Sewerage Utility Fund is projected to increase due to the planned acquisition of vehicles and operating equipment in 2007.

Debt Service is the third largest expenditure category in the 2007 Proposed Budget, accounting for \$30,328,772, or 23.75%, of the total budget for all funds. Overall, Debt Service will increase \$1,178,949, or 4.04%, in 2007. Debt Service in the Landfill/Incinerator Utility Fund will increase by \$4.03 million in 2007. This is offset, in part, within the category as the General Fund will see its Debt Service decrease by \$3.13 million in 2007.

Grants will increase \$284,805, or 19.35%, in 2007. This increase is due to the payment of matching shares in the Office of the City Engineer and Bureau of Financial Management. These increases are partially offset by decreased grant-related expenditures in General Expenses.

Miscellaneous Expenditures are projected to be \$45,000 in 2007. These expenditures represent the processing of bills from previous years in the Bureau of Police.

Transfers will increase \$240,257, or 19.23%, in 2007. This is solely attributed to an increase in the Interfund Transfer from the Sanitation Utility Fund to the General Fund.

Non-Expenditure Items are projected to increase in 2007 to \$3,216,271, or 492.54% from the 2006 Budget primarily due to the payment of prior year bills carried over from 2006 to 2007 due to anticipated 2006 budgetary deficits in the General, Water, Sanitation, Incinerator, and Sewerage Funds.

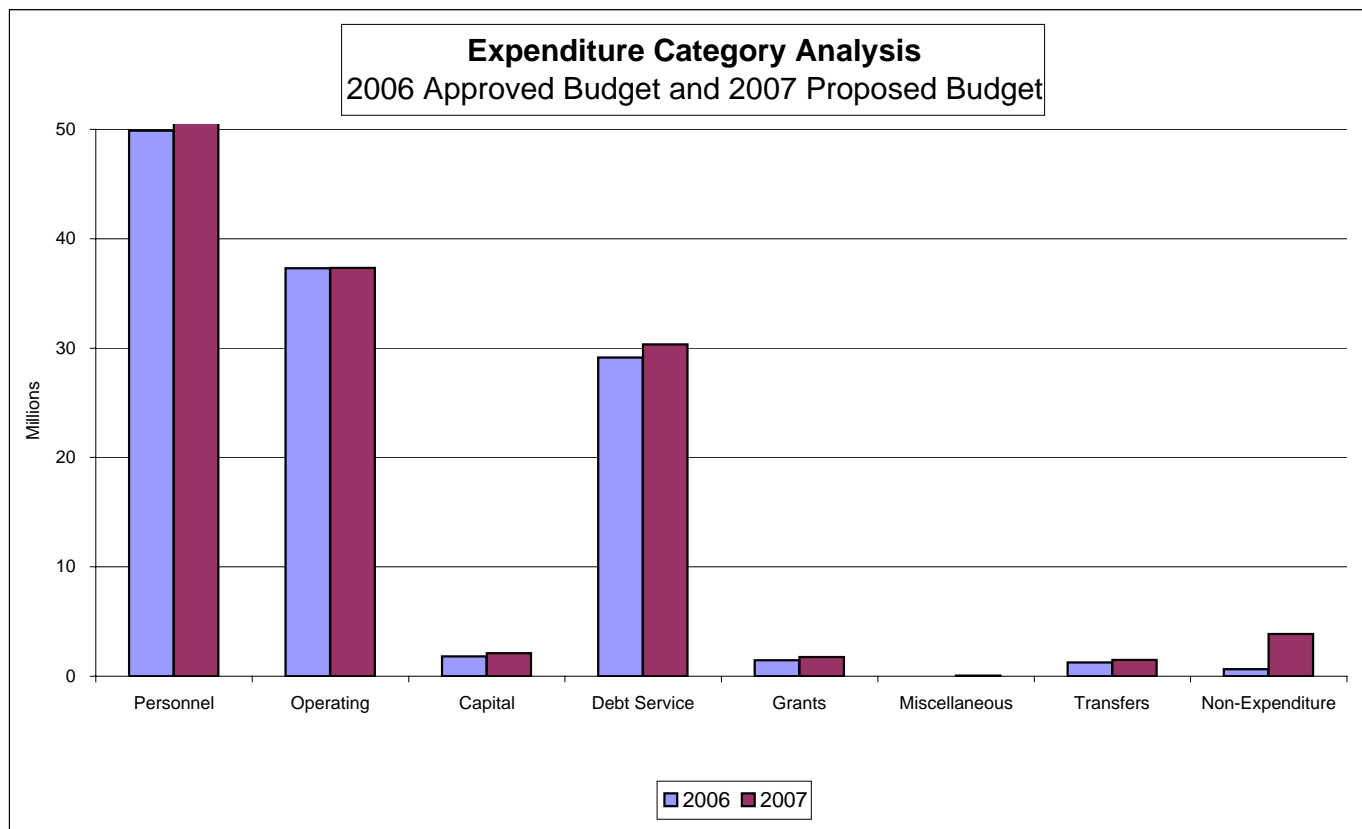
EXPENDITURE CATEGORY ANALYSIS
2007 PROPOSED BUDGET

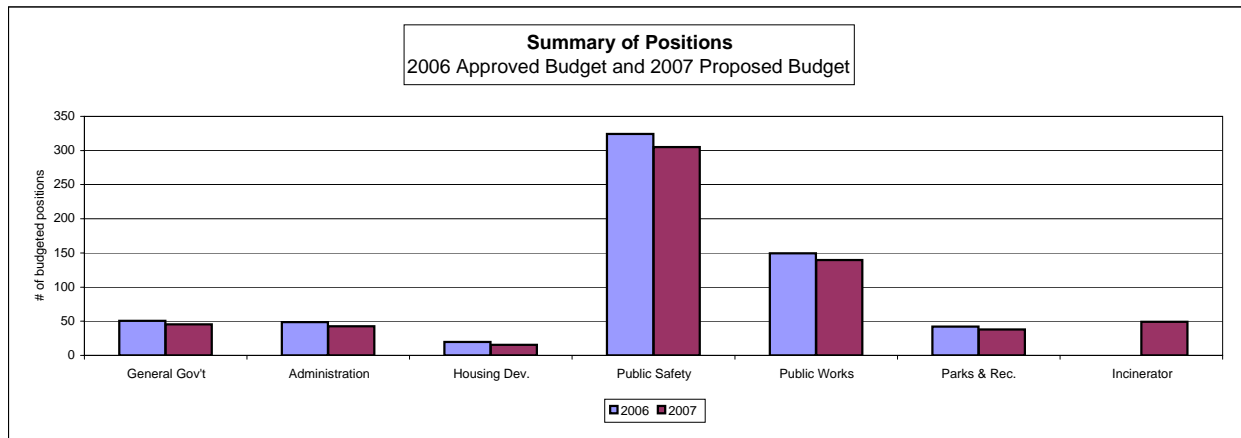
<u>EXPENDITURE CATEGORY</u>	2006 APPROVED BUDGET		2007 PROPOSED BUDGET		CHANGE		
	<u>AMOUNT</u>	<u>% OF TOTAL</u>	<u>AMOUNT</u>	<u>% OF TOTAL</u>	<u>AMOUNT</u>	<u>%*</u>	<u>%**</u>
Personnel Services	49,878,727	41.05%	50,751,217	39.75%	872,490	0.72%	1.75%
Operating Expenses	37,288,440	30.69%	37,337,022	29.24%	48,582	0.04%	0.13%
Capital Outlay	1,804,872	1.49%	2,096,623	1.64%	291,751	0.24%	16.16%
Debt Service	29,149,823	23.99%	30,328,772	23.75%	1,178,949	0.97%	4.04%
Grants	1,471,907	1.21%	1,756,712	1.38%	284,805	0.23%	19.35%
Miscellaneous	0	0.00%	45,000	0.04%	45,000	0.04%	0.00%
Transfers***	1,249,124	1.03%	1,489,381	1.17%	240,257	0.20%	19.23%
Non-Expenditure Items	653,000	0.54%	3,869,271	3.03%	3,216,271	2.65%	492.54%
TOTAL FUNDS	121,495,893	100.00%	127,673,998	100.00%	6,178,105	5.09%	N/A

* Change in each expenditure category as a percentage of the total 2006 Approved Budget.

** Change in each expenditure category as a percentage of the respective 2006 expenditure category.

*** Transfers represent transfers from the Sanitation Utility Fund to the General Fund. The Debt Service Fund is not represented in this analysis. The interfund transfers for debt payment from the General Fund and State Liquid Fuels Tax Fund to the Debt Service Fund are reflected in the Debt Service category.





CHANGES IN BUDGETED POSITIONS FROM 2006 TO 2007

The above summary compares positions in 2006 Approved Budget with those in the 2007 Proposed Budget by office and department. The total budgeted positions in 2006 was 682.50 compared to 635.00 in the 2007 Proposed Budget, a net decrease of 47.50 positions. The decrease in personnel was the result of layoffs and attrition. On October 26, 2006, 31 existing employees were laid off and one position was downgraded from full-time to part-time status. Positions within City government that became vacant were abolished, unless operationally necessary. These changes were necessary as part of a plan to help mitigate the structural budgetary deficit the City currently faces. The 2007 Budget, as currently proposed, does not include any further reductions in currently filled positions.

In the Offices of General Government, five positions were eliminated from the 2007 Proposed Budget. In the Office of City Council, vacant Administrative Assistant and Legislative Liason positions were abolished. In the Office of the City Solicitor, a Paralegal was eliminated. A Secretary was eliminated from the Harrisburg Human Relations Commission. In the Mayor's Office for Economic Development and Special Projects, a Community Relations Director and Project Manager were eliminated. In the same office, a part-time Production Technician hired in 2006 was made permanent.

The Department of Administration is budgeted to have a net loss of six positions from the 2006 Approved Budget. In the Office of the Business Administrator, a Confidential Secretary that was hired in 2006 was added to the 2007 Proposed Budget. In the Bureau of Financial Management, a Loss Control Officer was eliminated, as well as a vacant Administrative Assistant. The Bureau added two, temporary part-time positions. In the Bureau of Information Technology, a Programmer was eliminated, as well as a vacant LAN Administrator. A Payroll Manager was eliminated in the Bureau of Human Resources, as well as a vacant Benefits Coordinator. The Mayor's Office For Labor Relations was eliminated in 2006, with its Director and Labor Relations Assistant. A Customer Service Representative/Account Specialist was transferred in 2007 to the Bureau of Police from the Bureau of Operations and Revenue.

The Department of Building and Housing Development is budgeted to have 4.5 fewer positions in 2007. A vacant Comprehensive Planner position has been eliminated from the Bureau of Planning. A Health Officer, Codes Enforcement Officer, and a Clerk Typist/Data Entry Operator were eliminated from the Bureau of Inspections and Codes Enforcement, as well a vacant Electrical Inspector.

The Department of Public Safety will decrease by 19 positions from the 2006 Budget. In the Bureau of Police, the Parking Enforcement Division will add a net of two positions. The 2007 Budget creates three Parking Enforcement Officers. A Traffic Services Administrator was eliminated in 2006. Ten Police Cadets and three Part-Time Communications Center Supervisors were eliminated in the Technical Services Division. Five vacant Firefighter positions are not being funded in 2007.

The Department of Public Works is reduced by a net of ten positions in 2007. Positions eliminated include an Assistant Director in Neighborhood Services - Sanitation, an Operations Supervisor in the Bureau of Water, a Pre-Treatment Coordinator in the Bureau of Sewerage, and a Laborer in Neighborhood Services - Sanitation. A further seven vacant positions were abolished in the department and a Superintendent position was created in the Bureau of Sewerage.

The Department of Parks and Recreation has a net loss of four positions in the 2007 Proposed Budget. In the Office of the Director, a Park Ranger Supervisor was eliminated and a vacant Park Ranger position was abolished. In the Bureau of Recreation, a Deputy Recreation Director was eliminated and a vacant Clerk position was abolished.

Note: The City does not utilize Full-Time Equivalents (FTE's) in accounting for positions. Rather, it accounts for positions by the percentage of the employee's salary charged to a particular office or bureau. Permanent part-time positions are counted as whole positions. Temporary part-time employees are not included in the positions calculations.

SUMMARY OF POSITIONS 2007 PROPOSED BUDGET

OFFICE/BUREAU/DIVISION	2003 Actual	2004 Actual	2005 Actual	2006 Approved Budget	2006 Projected	2007 Proposed Budget
Office of City Council	10.00	10.00	10.00	10.00	9.00	8.00
Office of the Mayor	6.00	5.00	5.00	5.00	5.00	5.00
Office of City Controller	4.00	4.00	4.00	4.00	4.00	4.00
Office of City Treasurer	11.40	11.40	11.40	11.40	11.40	11.40
Office of City Solicitor	6.00	6.00	5.00	5.00	5.00	4.00
Human Relations Commission	3.00	3.00	2.00	3.00	3.00	2.00
Office of City Engineer	7.00	4.00	4.00	4.00	4.00	4.00
Mayor's Office for Special Projects	7.00	3.00	0.00	0.00	0.00	0.00
Mayor's Office for Econ. Dev.	5.00	5.00	8.00	8.00	9.00	7.00
TOTAL GENERAL GOVERNMENT:	59.40	51.40	49.40	50.40	50.40	45.40
Office of the Director	4.00	4.00	3.00	3.00	4.00	4.00
Insurance & Risk Management	3.00	2.00	0.00	0.00	0.00	0.00
Financial Management	11.00	8.00	10.00	10.00	10.00	10.00
Information Technology	20.60	12.60	12.60	11.60	11.60	9.60
Human Resources	7.00	6.00	7.00	7.00	7.00	5.00
Mayor's Office for Labor Relations	3.00	3.00	2.00	2.00	2.00	0.00
Operations & Revenue	28.00	16.00	17.00	15.00	15.00	14.00
TOTAL ADMINISTRATION	76.60	51.60	51.60	48.60	49.60	42.60
Office of the Director	1.00	1.00	1.00	1.00	1.00	1.00
Planning	6.00	3.34	2.34	2.84	2.84	2.34
Inspections & Codes Enforcement	17.00	16.00	17.00	16.00	15.00	12.00
Health	2.00	0.00	0.00	0.00	0.00	0.00
TOTAL BLDG. & HOUSING DEV.	26.00	20.34	20.34	19.84	18.84	15.34
Parking Enforcement	12.00	11.00	10.00	11.00	10.00	13.00
Office of the Police Chief	13.50	9.00	10.00	11.00	9.00	8.00
Uniformed Patrol	121.00	124.00	121.00	117.00	116.00	114.00
Technical Services	47.00	36.00	43.00	58.00	46.00	40.00
Criminal Investigation	37.00	30.00	29.00	29.00	37.00	37.00
Fire	103.00	100.00	97.00	98.00	93.00	93.00
TOTAL PUBLIC SAFETY	333.50	310.00	310.00	324.00	311.00	305.00
Office of the Director	1.00	1.00	1.00	1.00	1.00	1.00
Neighborhood Services - City Services	10.50	7.50	13.50	23.50	23.50	22.50
Traffic Engineering	7.00	7.00	0.00	0.00	0.00	0.00
Vehicle Management	13.00	11.00	12.00	11.00	11.00	11.00
Building Maintenance	7.00	7.00	7.00	10.00	10.00	9.00
State Liquid Fuels	9.00	8.00	9.00	0.00	0.00	0.00
Water	43.33	37.33	36.33	37.33	37.33	34.33
Neighborhood Services - Sanitation	32.50	27.50	26.50	27.50	27.50	22.50
Sewerage	47.33	38.33	37.33	39.33	38.33	39.33
TOTAL PUBLIC WORKS	170.66	144.66	142.66	149.66	148.66	139.66
Office of the Director	20.00	19.00	16.00	18.00	16.00	16.00
Recreation	8.00	8.00	13.00	10.00	10.00	8.00
Parks Maintenance	27.00	18.00	14.00	14.00	14.00	14.00
TOTAL PARKS & RECREATION	55.00	45.00	43.00	42.00	40.00	38.00
Incineration & Steam Generation	61.00	0.00 *	0.00 *	48.00	46.00	49.00
TOTAL INCINERATOR & STEAM	61.00	0.00	0.00	48.00	46.00	49.00
TOTAL POSITIONS	782.16	623.00	617.00	682.50	664.50	635.00

* - 45 positions were funded from the working capital proceeds of the 2003 Resource Recovery Revenue Bonds issued by The Harrisburg Authority to retrofit the Incinerator Facility. The Facility became commercially operational in 2006.



GENERAL FUND
RESOURCE ALLOCATION SUMMARY
2007 PROPOSED BUDGET

RESOURCES		APPROPRIATIONS	
REAL ESTATE TAXES	15,041,000	GENERAL GOVERNMENT	4,675,491
		ADMINISTRATION	3,549,177
TRANSFER TAXES	800,000	BUILDING AND HOUSING DEV.	1,064,015
		PUBLIC SAFETY	29,471,901
OCCUPATIONAL PRIVILEGE TAXES	0	PUBLIC WORKS	6,168,915
		PARKS AND RECREATION	3,057,556
EMERGENCY AND MUNICIPAL SERVICES	3,078,500		
EARNED INCOME TAXES	3,306,500	TOTAL DEPARTMENTS	47,987,055
MERCANTILE/BUSINESS PRIVILEGE	3,874,700		
DEPARTMENTAL REVENUES	18,099,370	OTHER:	
FINES AND FORFEITS	2,030,000	GENERAL EXPENSES	5,237,866
BUSINESS LICENSES AND PERMITS	512,000	TRANSFERS TO OTHER FUNDS	6,007,643
INTEREST INCOME	138,400		
		TOTAL OTHER	11,245,509
PROPERTY INCOME	37,000		
MISCELLANEOUS REVENUE	694,600		
OTHER FINANCING SOURCES	2,169,313		
INTERGOVERNMENTAL REVENUE	7,961,800		
INTERFUND REVENUE	1,489,381		
FUND BALANCE APPROPRIATION	0		
TOTAL RESOURCES	<u>59,232,564</u>	TOTAL APPROPRIATIONS	<u>59,232,564</u>

GENERAL FUND REVENUE

Total 2007 General Fund resources are budgeted at \$59,232,564, which represents a decrease of \$1,455,718, or - 2.4%, from 2006 projected resources of \$60,688,282. Less other financing sources (loans) anticipated in 2006 and 2007, General Fund resources increase \$3,374,969, or 6.3%, during this same period. To stabilize the General Fund, a number of tax and fee increases have been incorporated into the 2007 Proposed Budget.

LAND AND PROPERTY TAXES

Land and property taxes, or real estate taxes, will represent 25.4% of the General Fund revenue base in 2007. 2007 real estate tax receipts are estimated to be \$15,041,000, an increase of \$2,357,400, or 18.6%, from the previous year's projected figure. This increase is the result of a proposed 1.5 mill increase in 2007 to yield approximately \$1,690,300, as well as an anticipated \$667,100 increase in delinquent tax collections. The proposed millage rate adjustment would represent the first real estate tax rate increase since January 1, 2000.

Approximately 18,800 property tax notices are mailed in January of each year. Of the bills mailed in January, 86% are paid within one year and 98% are paid within three years, on average. During 2005, 86% of the adjusted levy on current-year taxes was received, representing an increase in the collection rate of the current-year taxes from 2004 to 2005.

The Dauphin County Board of Assessments performs property tax assessments. The City levies tax on 100% of the value assigned by the County. The tax within the City is currently levied as two rates (termed "Two-Rate Property Tax"): 24.414 mills on the assessed value of land and 4.069 mills on the assessed value of all buildings and improvements to the land, whether residential, commercial or otherwise. The combined effective millage rate for 2006 was approximately 8.6 mills. The proposed real estate tax rates for 2007 are 28.675 mills on land and 4.779 mills on the assessed value of buildings and improvements. The new effective millage rate would be approximately 10.1 mills.

Taxpayers who pay within two months of receipt of their bills receive a 2% discount. The face value of the bill is due between two to four months from the date of the bill. If the bill is not paid after four months, the taxpayer has until December 31 of the billing year to pay the tax due plus a 10% penalty. If still unpaid after December 31 of the billing year, the delinquent accounts are turned over to the Dauphin County Tax Claims Bureau, which imposes additional penalties. If the delinquent accounts are not subsequently sold to a third party, as permitted by the recent amendments to the Pennsylvania Real Estate Tax Sale Law, and if these delinquent taxes remain unpaid by September of the second year following the billing year, the properties are offered for public tax sale. The amount of back taxes and penalties and delinquent utility charges determine the price of each property. About 50 to 60 city properties are sold each year at tax sales. If the properties are not sold at this point, the County Tax Claim Bureau offers the properties for judicial sale starting at \$200 each with all delinquent taxes and penalties and utility charges forgiven. Finally, should the property still be unsold, a repository sale is held whereby the properties are offered for sale to the first bidder for \$200 with no delinquent taxes and penalties or utility charges being assessed.

Further, in an effort to lessen the tax burden on property owners who are senior citizens and whose household income is within the poverty guidelines as determined by the United States Department of Health and Human Services, the Proposed 2007 Budget provides for property tax rebates to that class of senior citizens. The rebate shall be applied for, and will represent the difference between the tax due and attributable to the year 2007 tax levy over the tax due and attributable to the year 2006 tax levy for qualifying senior citizens.

In an effort to lessen the tax burden on property owners of the City caused by the lump-sum collection of taxes, City Council ordained in December 1988 that, effective January 1, 1989, "Current city taxes may hereinafter be paid in not more than four (4) installments...due on or before January 31...March 31...May 31...and July 31; of the tax year, respectively. No discount period is allowed, and for any installment which is delinquent, a 10% penalty is added".

All land and property taxes are billed and collected by the City Treasurer's Office. The total 2007 Proposed Budget for the City Treasurer's Office is \$760,600. Eleven people staff the office. One-third of the office's expenses are reimbursed by the Harrisburg School District because this office bills and collects school property taxes as well.

REAL ESTATE TRANSFER TAXES

The Real Estate Transfer Tax, also referred to as a deed transfer tax, is levied at the maximum rate of 1% on the transfer price of real property within the City. If both the municipality and the school district levy the tax, they must share the 1% maximum equally. Such is the case in Harrisburg. 2007 real estate transfer taxes are estimated to be \$800,000, a \$30,000, or -3.6%, decrease from the 2006 projected amount as property sales are expected to moderately decline in 2007, after years of steady growth.

OCCUPATIONAL PRIVILEGE TAXES

The Occupational Privilege Tax (OPT) was imposed for the privilege of engaging in an occupation within a given taxing jurisdiction. The maximum rate charged was \$10.00 per year, which was evenly split between the City and the school district. This tax was imposed until 2004 when the Pennsylvania Legislature created the Emergency and Municipal Services Tax, which was subsequently enacted by the City.

EMERGENCY AND MUNICIPAL SERVICES TAXES

The Emergency and Municipal Services Tax (EMS) was created by the Pennsylvania Legislature in November 2004 and replaced the Occupational Privilege Tax. This tax enables Pennsylvania municipalities to increase their previous levy of the tax from \$10.00 to \$52.00 per year on a similar tax base. The school district continues to receive \$5.00 of the levy. A \$29,000, or -0.9%, decrease is expected from this tax in 2007 as compared to 2006 projected revenue primarily due to lower prior year payments as taxpayers and employers have become more familiar with the tax. The tax is generally easy to administer, and it provides for the collection of tax from non-resident users of municipal services.

EARNED INCOME TAXES

The Earned Income Tax (EIT) provides for the imposition of a 1% tax on "earned income". Accordingly, it explicitly excludes from the tax base other forms of income such as interest, dividends, rental income, and capital gains. This tax is administered by the Capital Tax Collection Bureau and is shared equally with the school district. The commission paid for the collection of this tax remains at 2.0% for 2007. Since the tax is withheld by the employer, a relatively high level of compliance can be anticipated. A \$64,600, or 2.0%, increase is expected in 2007 from 2006 projected levels.

BUSINESS PRIVILEGE AND MERCANTILE TAXES, LICENSES, AND FEES

The Business Privilege and Mercantile Tax ordinance provides for the assessment, levy and collection, for general revenue purposes, of an annual business privilege tax and mercantile tax upon the gross receipts of persons, firms, companies, and corporations engaging in business, as described in the ordinance, within the City of Harrisburg. However, there are several large groups exempted from the gross receipts tax - for example, manufacturers, landlords, utilities, and those subject to similar state taxes or state license fees. In 2007, an increase of \$90,250, or 2.4%, is expected from 2006 projected levels.

Additionally, there are miscellaneous taxes and fees levied on mechanical devices (pinball, billiard tables, video games, etc.), and general license fees are levied on businesses.

The responsibility for administering this ordinance rests with the Tax & Enforcement Administrator in the Department of Administration.

Limits, established by Local Tax Enabling Act 511 - 1965 of the Commonwealth of Pennsylvania, and current tax rates imposed by the City of Harrisburg, are illustrated in the following table.

Taxes and Fees	Current Rates	Statutory Limit
Mercantile Tax - Wholesale	1 mill per \$1,000 gross receipts up to \$5,000,000 1/8 mill per \$1,000 gross receipts in excess of \$5,000,000	1 mill*
Mercantile Tax - Retail	1 1/2 mills per \$1,000 gross receipts up to \$3,300,000 1/8 mill per \$1,000 gross receipts in excess of \$3,300,000	1 1/2 mills *
Business Privilege Tax	2 mills per \$1,000 gross receipts up to \$3,300,000 1/2 mill per \$1,000 gross receipts in excess of \$3,300,000	No Limit
Mechanical Devices	\$50 per machine	No Limit
Amusement Tax	10%	10% *
Parking Tax	15%	15%
Parking License Fee	\$1 per space	
Business Privilege License Fee	\$40 per year	
General License Fees	\$10 - \$200 depending on business	

*Shared equally with the Harrisburg School District.

DEPARTMENT OF ADMINISTRATION

The Department of Administration (DOA) provides administrative and fiscal support services to all departments of City government. These services include insurance and risk management, financial management, human resource management, payroll, information technology, labor relations, and billing and collections for City utilities. It performs services for the Water Utility Fund, Sanitation Utility Fund, Incinerator Utility Fund, Sewerage Utility Fund, State Liquid Fuels Tax Fund, state & federal grant programs, various public safety department programs (such as the Metro system), and the Harrisburg School District. Services to non-City entities are provided under contract. The department generates substantial revenue for the City's General Fund to the extent it is reimbursed by the above non-General Fund entities for costs incurred on their behalf. For those services that are provided to General Fund departments, internal charges are calculated. However, these charges are not reimbursed. The minimum amount of reimbursement is determined annually through an indirect cost analysis performed by outside cost accounting specialists. This indirect cost analysis becomes the basis for an administrative service charge to be imposed on a particular fund or entity. An increase of \$1,136,873, or 9.5%, is expected in DOA revenue for 2007 as compared to 2006 projected receipts. The increase is primarily the result of higher receipts of administrative service charges from the Water and Sewerage Utility Funds.

DEPARTMENT OF BUILDING AND HOUSING DEVELOPMENT

The Department of Building and Housing Development (DBHD) administers and enforces the building code in the City in addition to administering the Community Development Block Grant and other federal programs. DBHD 2007 revenues are expected to increase \$95,055, or 9.9%, from 2006 projected levels. This is primarily the result of an increase in various permit fees anticipated to be enacted in late 2006.

The obvious purpose of the building code is to protect the health and welfare of the citizens of Harrisburg. It is through the enforcement of this code that the department generates revenue for the City.

Prior to commencement of commercial or residential construction or renovation projects in the City, the individuals involved must obtain various permits from, and pay a number of fees to, DBHD. The most familiar fees are those for building, electrical, plumbing, and zoning permits and for buyer notifications and rental inspections.

In addition to the fees noted above, the department also administers the licensing program for electricians and plumbers. The initial fee for either plumbers or electricians is \$55.00; renewals are \$40.00, with journeymen and apprentice fees \$40.00 and \$15.00, respectively. Examinations are conducted by the Electrical and Plumbing Boards.

DBHD also administers the Health License Program and charges an annual fee based on the type and/or square footage of the establishment.

The following chart provides a sampling of the various fees charged by DBHD.

Fees	Current Rates
Buyer Notification and Rental Inspection	\$100 for 1-3 dwelling units; \$15 for each additional dwelling unit over 3
Health Inspections	\$25 application fee \$50 for 0-25 seats; \$75 for 26-49 seats; \$100 for 50-74 seats; \$150 for 75+ seats
Building Permits	\$7 for every \$1,000 of work or portion thereof, \$15 minimum permit fee
Demolition Permits	\$30 for first \$1,000; \$20 for each additional \$1,000
Electrical Permits	greater of: 7% of contract price or fair market value (FMV) of job on single family residential units greater of: 8% of contract price or FMV of job on multi/mixed use residential units greater of: 1% of contract price or FMV of job on commercial/industrial/non-residential units
Plumbing Permits	sliding scale per fixture
Zoning Permits	\$3 for first \$1,000 of estimated cost of work; \$1.00 for every \$1,000 thereafter
Fire Code Permits	sliding scale per reason for inspection
Sign Permits	\$9 per \$1,000 of estimated cost
Rooming House Permits	\$75 initial fee; \$15 per bed available for use
Zoning Hearing Board Appeals	\$175 special exception; \$25 each additional special exception request on same app. \$225 variance; \$50 each additional variance request on same application
Zoning Amendments	\$250 plus costs for zoning ordinance amendment \$250 plus costs for zoning map amendment
Subdivision and Land Development	\$150 plus \$20/lot or unit for preliminary or preliminary/final plan \$125 plus \$20/lot or unit for final plan \$125 for revised plan \$125 for lot add-on plan
Boards of Appeals	\$100 building and housing code board of appeals \$100 health code board of appeals
Nuisance Abatement	Violations of city codes such as the refusal to remove weeds, snow, ice, or unsafe buildings may result in fines levied by a district justice in amounts ranging from \$50 to \$1,000.

DEPARTMENT OF PUBLIC SAFETY

The Department of Public Safety consists of the Police and Fire Bureaus. The Police Bureau generates revenue from special police services, meter bag rentals, warrant serviced, federal and state grants, and additional miscellaneous services. An anticipated revenue decrease of \$277,573, or -16.0%, is expected for 2007 from 2006 projected levels. The decrease is largely the result of lower grant-related activity in 2007 and lower projected reimbursements from the Harrisburg Public Schools.

DEPARTMENT OF PUBLIC WORKS

The Department of Public Works General Fund revenues include sewer tapping permits, traffic engineering charges, vehicle maintenance charges, and sewer maintenance charges. An increase of \$51,350, or 2.4%, is anticipated in 2007 compared to projected 2006 revenue due, primarily, to increased sewer maintenance charges.

DEPARTMENT OF PARKS AND RECREATION

The Department of Parks and Recreation charges small fees for permitting the planting, trimming, and removal of "City" trees (meaning those trees located between sidewalks and curbs or alley sides). These fees do not cover actual planting, trimming, or removal of trees, but are intended to help prevent the planting of trees in the wrong places (e.g., where they would interfere with existing utility lines or obstruct motorist/pedestrian vision), the inappropriate removal of healthy trees, and to facilitate the maintenance of the department's inventory of "City" trees. In addition to the aforementioned services, this department conducts and/or promotes a number of year-round recreational activities. The costs of many of these programs are largely offset by contributions/sponsorships from the private sector. An increase of \$76,650, or 34.0%, is anticipated in 2007 compared to projected 2006 revenue. This is due to anticipated increases in contributions and donations and fees charged for advertising in City publications.

FINES AND FORFEITURES

The revenues in this category include District Justice fees for various minor judicial offenses, e.g., traffic violations and summary criminal offenses. Also included in this category are City parking violations, witness fees, and court costs. This revenue category is anticipated to increase from 2006 projections by \$363,200, or 21.8%, primarily due to an increase in parking violation revenues resulting from a full complement of Parking Enforcement Officers.

LICENSES AND PERMITS

This category consists of alcoholic beverage license revenues and a cable television franchise license fee of 5% on all gross receipts from a local cable television company. A \$200 increase is expected for 2007 as compared to 2006 projected revenues.

INTEREST INCOME AND PROPERTY INCOME

Interest Income is income on cash investments. Property Income consists of rental income on property and gains on the sale of assets owned by the City. Property Income is expected to decrease \$6,300 from 2006 projections. Interest Income is expected to decrease \$33,000, or -19.3%, from 2006 projections primarily due to less cash on hand to invest and stabilization of interest rates.

MISCELLANEOUS

This category includes contributions, miscellaneous receipts, and refunds of expenditures. Miscellaneous revenue is expected to decrease \$795,360, or -53.4%, from prior-year projected revenue. This is primarily due to large Stop/Loss Insurance recoveries received in 2006 that are not projected to be received in 2007.

OTHER FINANCING SOURCES

In 2006, a Tax and Revenue Anticipation Note (T.R.A.N.) for \$7,000,000 was received by the General Fund. This proposed budget is built around the refinancing of the \$7 million short-term loan to be paid off in 2006 with a \$10.5 million, longer term borrowing. The \$2,169,313 listed in 2007 is the General Fund's share of the net proceeds of the larger borrowing, after repaying the initial \$7 million loan. In 2006, \$498,233 was received as a recovery of funds related to the settlement of an outstanding bond issue matter.

INTERGOVERNMENTAL/INTERFUND

Intergovernmental revenue includes revenue received from other governmental entities. Intergovernmental revenue is expected to increase \$574,900, or 7.8%, from 2006 projected levels. This is the result of an anticipated increase in funding from the Harrisburg Parking Authority (HPA), as part of the Coordinated Parking Agreement between the City and HPA.

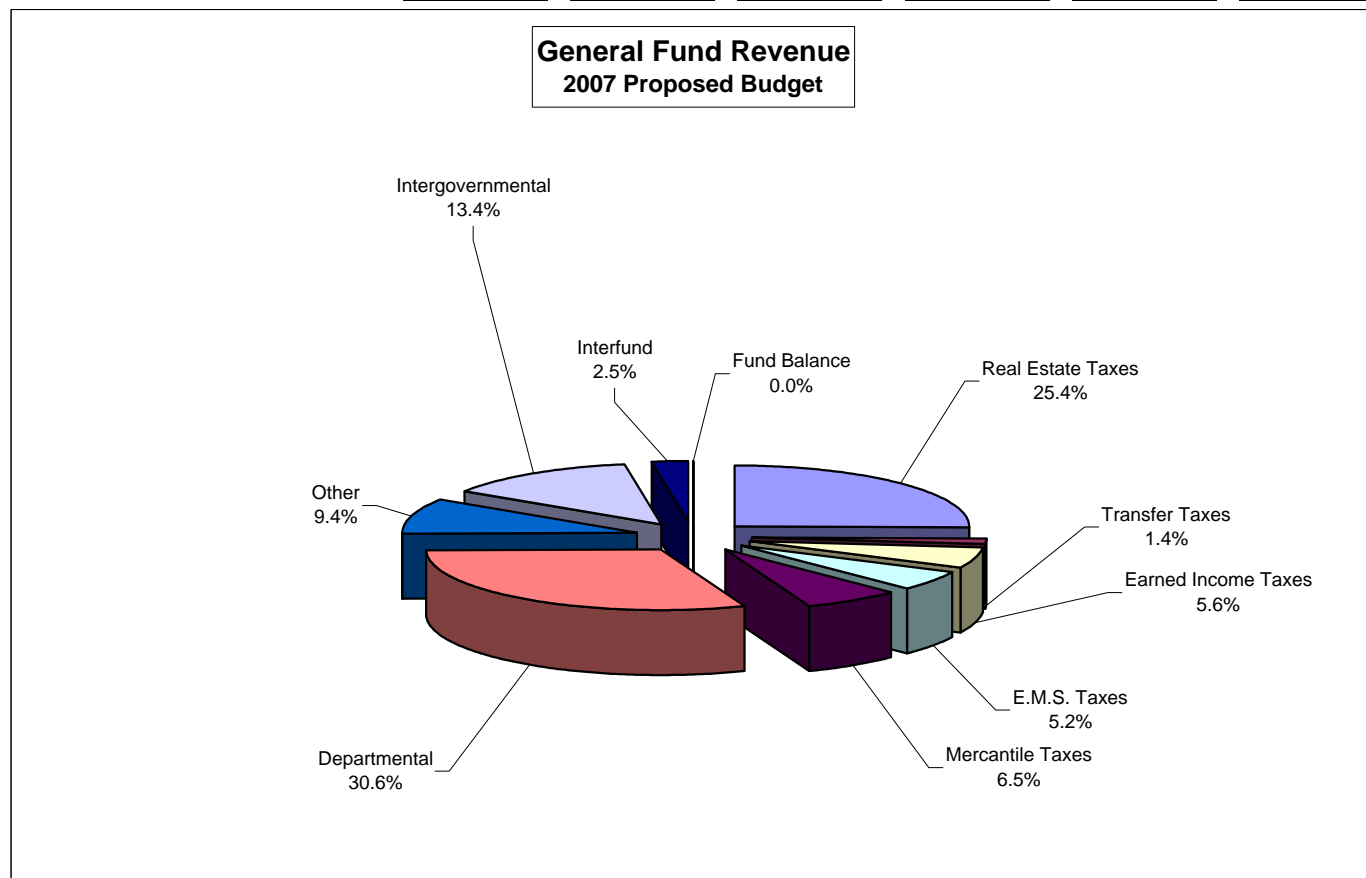
Interfund revenues include transfers from other funds to the General Fund. This category is expected to increase \$240,257, or 19.2%, in 2007 from projected 2006 levels, as the interfund transfer from the Sanitation Utility Fund to the General Fund is projected to increase by a like amount.

GENERAL FUND
REVENUE ANALYSIS SUMMARY
2007 PROPOSED BUDGET

Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Approved Budget	2006 Projected	2007 Proposed Budget
TAXES						
REAL ESTATE TAXES						
Real Estate Current	12,061,329	12,019,060	11,919,276	12,106,000	12,150,700	13,841,000
Real Estate Prior	1,422,262	3,206,541	1,271,682	1,200,000	532,900	1,200,000
TOTAL REAL ESTATE TAXES	13,483,591	15,225,601	13,190,958	13,306,000	12,683,600	15,041,000
OTHER TAXES						
Transfer Taxes	1,044,534	827,728	1,138,921	756,000	830,000	800,000
Occupational Privilege	332,578	336,509	26,623	0	6,300	0
Emergency and Municipal Services	0	0	2,755,772	3,191,100	3,107,500	3,078,500
Earned Income	3,148,253	3,055,429	3,395,822	3,214,400	3,241,900	3,306,500
Mercantile/Business Privilege	3,438,918	3,862,784	3,680,668	3,648,165	3,784,450	3,874,700
TOTAL OTHER TAXES	7,964,283	8,082,450	10,997,806	10,809,665	10,970,150	11,059,700
TOTAL TAXES	21,447,874	23,308,051	24,188,764	24,115,665	23,653,750	26,100,700
DEPARTMENTAL REVENUES						
Administration	15,581,598	10,534,192	13,571,510	13,744,083	11,971,747	13,108,620
Building and Housing Development	859,941	2,450,854	962,261	1,038,100	957,545	1,052,600
Public Safety	1,421,577	1,434,780	2,355,436	4,990,375	1,733,973	1,456,400
Public Works	1,732,206	1,711,122	2,117,899	2,119,600	2,128,100	2,179,450
Parks and Recreation	196,787	82,037	288,968	307,500	225,650	302,300
TOTAL DEPT. REVENUES	19,792,109	16,212,985	19,296,074	22,199,658	17,017,015	18,099,370

GENERAL FUND
REVENUE ANALYSIS SUMMARY
2007 PROPOSED BUDGET

Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Approved Budget	2006 Projected	2007 Proposed Budget
OTHER REVENUES						
Fines and Forfeits	1,633,743	1,811,458	1,745,082	2,264,160	1,666,800	2,030,000
Licenses and Permits	467,901	447,271	486,026	479,000	511,800	512,000
Interest Income	75,809	156,192	199,697	136,010	171,400	138,400
Property Income	57,821	782,215	656,503	47,000	43,300	37,000
Miscellaneous	421,834	750,525	846,203	1,180,260	1,489,960	694,600
Other Financing Sources	2,834,544	633,000	0	0	7,498,233	2,169,313
Intergovernmental	7,199,804	7,942,735	7,674,913	7,450,000	7,386,900	7,961,800
Interfund	540,468	1,190,946	1,312,767	1,249,124	1,249,124	1,489,381
TOTAL OTHER REVENUES	13,231,924	13,714,342	12,921,191	12,805,554	20,017,517	15,032,494
GENERAL FUND REVENUES	54,471,907	53,235,378	56,406,029	59,120,877	60,688,282	59,232,564
Fund Balance Appropriation	100,000	1,198,970	0	0	0	0
GENERAL FUND RESOURCES	54,571,907	54,434,348	56,406,029	59,120,877	60,688,282	59,232,564



GENERAL FUND
REVENUE ANALYSIS DETAIL
2007 PROPOSED BUDGET

Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Approved Budget	2006 Projected	2007 Proposed Budget
TAXES						
REAL ESTATE TAXES						
CURRENT YEAR LEVY						
Discount Period	9,519,723	9,685,102	9,380,642	9,356,000	9,960,000	11,204,000
Flat Period	1,549,739	1,272,493	1,578,078	1,599,000	1,126,000	1,493,000
Penalty Period	1,289,221	1,150,032	1,045,584	1,225,000	1,014,000	1,253,000
Refund of Prior Year Taxes	(222,534)	(7,428)	0	(10,000)	(2,000)	(10,000)
TOTAL CURRENT YEAR LEVY	12,136,149	12,100,199	12,004,304	12,170,000	12,098,000	13,940,000
CURRENT YEAR DISCOUNT AND PENALTY						
Discount (2%)	(199,241)	(193,890)	(188,463)	(187,000)	(202,300)	(224,000)
Penalty (10%)	124,421	112,751	103,435	123,000	255,000	125,000
TOTAL DISCOUNT & PENALTY	(74,820)	(81,139)	(85,028)	(64,000)	52,700	(99,000)
TOTAL CURRENT YEAR TAXES	12,061,329	12,019,060	11,919,276	12,106,000	12,150,700	13,841,000
PRIOR YEARS' TAXES						
Tax Liens - Principal	0	1,357,556	1,230,147	1,200,000	0	0
Tax Liens - Interest	0	0	41,191	0	0	0
Tax Amount - 1st Year Prior	535,977	627,564	0	0	475,000	452,100
Tax Amount - 2nd Year Prior	562,624	792,516	0	0	300	474,700
Tax Amount - 3rd & More Prior Years	83,400	116,241	0	0	47,000	70,400
Penalty & Int - 1st Year Prior	83,905	88,340	344	0	10,200	70,800
Penalty & Int - 2nd Year Prior	130,454	186,601	0	0	50	110,100
Penalty & Int - 3rd & More Years	25,902	37,723	0	0	50	21,900
Tax Amount - Tax Sales	0	0	0	0	300	0
TOTAL PRIOR YEARS' TAXES	1,422,262	3,206,541	1,271,682	1,200,000	532,900	1,200,000
TOTAL REAL ESTATE TAXES	13,483,591	15,225,601	13,190,958	13,306,000	12,683,600	15,041,000
OTHER TAXES						
Transfer Taxes	1,044,534	827,728	1,138,921	756,000	830,000	800,000
OCCUPATIONAL PRIVILEGE TAXES						
Tax Amount - Current Year	317,287	326,834	2,773	0	0	0
Penalty - Current Year	543	640	280	0	0	0
Tax Amount - Prior Years	24,427	18,141	25,916	0	6,000	0
Penalty - Prior Years	641	515	1,111	0	300	0
O.P.T. Commissions	(10,149)	(9,436)	(3,337)	0	0	0
O.P.T. Commissions Prior Year	(171)	(185)	(120)	0	0	0
TOTAL O.P.T.	332,578	336,509	26,623	0	6,300	0

GENERAL FUND
REVENUE ANALYSIS DETAIL
2007 PROPOSED BUDGET

Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Approved Budget	2006 Projected	2007 Proposed Budget
EMERGENCY AND MUNICIPAL SERVICES TAX						
Tax Amount - Current Year	0	0	2,764,491	2,984,500	2,900,000	2,850,000
Penalty - Current Tax	0	0	2,967	200	1,000	1,000
Tax Amount - Prior Year	0	0	0	211,500	214,000	200,000
Penalty - Prior Year	0	0	0	0	4,600	40,000
E.M.S. Tax Commissions	0	0	(11,686)	(5,100)	(11,800)	(12,000)
Prior Year E.M.S. Commissions	0	0	0	0	(300)	(500)
TOTAL E.M.S.	0	0	2,755,772	3,191,100	3,107,500	3,078,500
EARNED INCOME TAXES						
Tax Amount - Current Year	3,231,484	3,137,707	3,486,991	3,280,000	3,325,000	3,308,000
Tax Amount - Prior Year	0	0	0	0	0	0
E.I.T. Commissions	(83,231)	(82,278)	(91,169)	(65,600)	(83,100)	(82,700)
Equity Distribution	0	0	0	0	0	81,200
TOTAL E.I.T.	3,148,253	3,055,429	3,395,822	3,214,400	3,241,900	3,306,500
MERCANTILE/BUSINESS PRIVILEGE LICENSES						
Business Privilege - Current Year	159,120	273,000	168,813	150,000	170,000	165,000
Business Privilege - Prior Year	12,000	11,360	9,003	8,400	5,500	5,000
Landlord - Current Year	36,440	58,640	66,225	54,000	65,000	58,000
Landlord - Prior Year	80	2,160	8,280	2,500	3,000	1,800
TOTAL BUSINESS LICENSES	207,640	345,160	252,321	214,900	243,500	229,800
MERCANTILE/BUSINESS TAXES						
Current Year Tax	2,351,635	2,422,811	2,435,286	2,500,000	2,450,000	2,600,000
Prior Year Tax	77,647	126,349	53,422	65,000	145,000	65,000
Penalty	38,318	27,282	34,640	23,000	35,600	26,000
Interest	8,434	6,559	5,996	4,200	14,500	12,000
Amusement Tax	271,052	292,198	250,127	250,000	250,000	265,000
Amusement Tax Penalty	288	1,004	682	100	750	300
Parking Tax	438,632	598,027	603,699	550,000	604,900	650,000
Parking License Fee	11,826	11,527	10,465	10,465	10,600	0
Parking License Fee - Prior Year	0	921	0	0	0	0
Parking License Fee - Interest	656	2,371	3,975	2,500	2,100	1,100
General License Tax	32,790	28,575	30,055	28,000	27,500	25,500
TOTAL BUSINESS TAXES	3,231,278	3,517,624	3,428,347	3,433,265	3,540,950	3,644,900
TOTAL MERC./BUS. PRIV.	3,438,918	3,862,784	3,680,668	3,648,165	3,784,450	3,874,700
TOTAL OTHER TAXES	7,964,283	8,082,450	10,997,806	10,809,665	10,970,150	11,059,700
TOTAL TAXES	21,447,874	23,308,051	24,188,764	24,115,665	23,653,750	26,100,700

GENERAL FUND
REVENUE ANALYSIS DETAIL
2007 PROPOSED BUDGET

Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Approved Budget	2006 Projected	2007 Proposed Budget
DEPARTMENTAL REVENUES						
ADMINISTRATION						
Water Utility Fund	7,923,848	3,479,027	5,493,538	5,448,038	5,098,872	6,103,537
Grants Fund	71,445	71,445	124,564	64,355	64,355	60,000
Sanitation Utility Fund	958,385	958,385	958,385	958,385	958,385	958,385
Landfill/Incinerator Utility Fund	421,925	934,583	581,783	1,405,733	0	0
Sewerage Utility Fund	5,586,379	4,442,225	5,798,954	5,233,735	5,233,735	5,390,748
Satisfaction Fees	2,773	3,124	2,999	2,600	3,000	2,700
Filing Fee Returns	4,305	4,516	4,812	5,400	7,000	4,500
Return of Advanced Costs	8	0	18	20	0	0
Metro	215,792	229,043	200,047	202,375	195,000	190,000
Liens - Court Costs	266	1,185	257	200	300	200
Collection Revenue (School)	217,015	197,305	209,653	241,092	210,200	205,000
Collection Fees (School Merc.)	73,579	75,503	64,308	76,000	77,900	75,000
Returned Check Fee	9,548	9,551	6,479	8,000	9,500	8,500
Other Administration Revenue	96,189	128,037	125,566	98,000	113,300	110,000
Documents/Publications - Mercantile	141	83	147	150	200	50
I.T. Chargebacks	0	180	0	0	0	0
TOTAL ADMINISTRATION	15,581,598	10,534,192	13,571,510	13,744,083	11,971,747	13,108,620
BUILDING & HOUSING DEVELOPMENT						
Rooming House	5,065	6,095	(501)	5,000	200	5,000
Appeal Hearing Fees	500	1,400	1,500	1,000	(1,350)	1,000
License Examination Fees	4,495	6,205	710	0	705	0
License Renewal Fees	54,280	115,450	64,488	70,000	65,000	140,000
Permit Fees - Electrical	79,553	165,035	123,989	150,000	88,000	150,000
Permit Fees - Plumbing	20,374	58,413	46,802	60,000	55,000	60,000
Permit Fees - Building	379,176	1,501,915	359,057	400,000	430,000	400,000
Permit Fees - Low Voltage Electric	10,705	12,608	7,414	10,000	4,000	10,000
Permit Fees - Dumpster	9,085	4,685	4,750	3,000	5,200	3,000
Permit Fees - Demolition	490	17,430	14,996	10,000	12,000	10,000
Fire Prevention Code	6,550	28,299	22,909	15,000	20,000	20,000
Permit Fees - Special	75	25	125	100	200	100
Fees - Flood Plain Certification	2,808	4,072	4,233	4,500	4,200	4,500
Fees - Buyer Notification	103,785	123,625	136,984	140,000	128,000	145,000
Inspection Services	0	6,641	(540)	0	(400)	0
Emergency Order Liens - Principal	5,510	7,776	1,227	0	0	0
Emergency Order Liens - Interest	677	523	241	0	0	0
Codes Enforcement	355	0	0	0	0	0
Fees - Planning	6,242	14,508	9,420	8,000	3,000	18,000
Fees - City Health Inspection	68,450	79,000	52,545	50,000	52,000	55,000
Other Health	0	0	0	0	(60)	0
Fees - Zoning Hearing Board	4,325	6,550	7,025	5,000	4,200	0
Permit Fees - Zoning	48,503	210,856	52,112	50,000	60,000	0
Demolition Liens - Principal	3,800	5,710	(2,453)	0	0	0
Demolition Liens - Interest	0	50	3,569	0	0	0
Rental Inspection	37,005	70,860	42,554	55,000	27,000	30,000
Publications and Maps	10	1,795	5,293	1,000	100	1,000
Other Community Dev. Revenue	8,123	1,328	3,812	500	550	0
TOTAL BUILDING & HOUSING DEV.	859,941	2,450,854	962,261	1,038,100	957,545	1,052,600

GENERAL FUND
REVENUE ANALYSIS DETAIL
2007 PROPOSED BUDGET

Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Approved Budget	2006 Projected	2007 Proposed Budget
PUBLIC SAFETY						
Temp "No Parking" Signs	0	403,255	308	0	430	400
Fire and Burglar Alarm	66,652	49,390	45,111	40,000	39,000	45,000
Vehicular Extraction Fees	0	0	0	5,000	300	0
Police Investigation Reports	44,160	44,012	36,384	40,000	35,100	34,000
Fire Investigation Reports	600	1,570	1,080	1,200	5,500	5,000
Fees - Police Officer Application	0	5,495	225	0	0	0
Fees - Firefighter Application	600	6,065	0	0	1,700	0
Meter Bag Rental	111,350	214,150	152,535	175,000	125,000	150,000
Domestic Violence Grant	0	22,500	0	76,265	76,265	0
Auto Theft Grant	0	14,624	4,928	0	0	0
Academy Grant	0	7,863	1,444	1,500	0	0
Weed and Seed Grant	0	75,368	85,202	0	0	0
Universal Hiring Grant	0	0	0	275,000	200,000	400,000
Probation/Parole Grant	0	11,782	183,362	46,576	60,000	0
Counter-Terrorism Grant	0	0	0	30,000	0	0
FEMA/USAR Contract	212,598	56,107	1,307,444	700,000	519,378	700,000
School Resource Unit Grant	763,963	336,046	0	0	0	0
State Police Reimbursement	79,153	0	41,919	201,966	15,000	0
HHa Reimbursement	16,640	0	0	225,000	100,000	0
Other Public Safety Revenue	24,064	38,313	52,502	277,000	52,000	30,000
Fees - Permit Parking	19,717	19,518	27,601	19,000	25,500	24,000
Fines and Costs	53,532	49,112	51,691	50,000	65,000	55,000
Drug Task Force Reimbursement	12,237	39,689	36,209	40,000	0	0
Highway Safety Program Reimburse.	0	18,702	0	0	0	0
E911 Surcharge	0	0	0	2,374,260	0	0
HSD Reimbursement	0	0	309,896	397,408	400,000	0
Dog Licenses	7,526	8,234	6,290	7,500	7,500	6,000
Fees - Booting	8,785	12,985	11,305	7,700	6,300	7,000
TOTAL PUBLIC SAFETY	1,421,577	1,434,780	2,355,436	4,990,375	1,733,973	1,456,400
PUBLIC WORKS						
Permit Fees - Street Cuts	0	0	0	0	700	0
Permit Fees - Sewer Tappage	5,499	29,974	17,098	6,000	2,000	1,000
VMC Charges - Dauphin County	0	0	0	0	13,000	1,200
VMC Charges - NCWM	439	409	484	0	0	0
VMC Charges - Water	73,973	52,102	81,158	70,750	70,750	0
VMC Charges - Hydroelectric Dam	29	0	0	0	0	0
VMC Charges - Steelton Borough	31,963	33,211	42,140	45,000	51,200	47,500
VMC Charges - Sanitation	162,451	141,586	240,847	188,000	188,000	188,000
VMC Charges - Incinerator	26,276	20,348	12,546	45,000	45,000	45,000
VMC Charges - Sewer/A.W.T.F.	32,554	40,154	44,646	28,800	33,000	28,800
VMC Charges - State Liquid Fuels	103,427	108,472	185,922	192,000	192,000	192,000
VMC Charges - Hbg Parking Authority	6,458	7,732	14,610	10,000	12,500	11,000
VMC Charges - Hbg Redev. Authority	396	806	357	500	2,000	300
VMC Charges - Hbg School District	133,896	180,409	273,356	250,000	327,200	310,000
VMC Charges - Hbg Housing Authority	1,970	2,766	3,010	2,500	2,600	2,500
Sewer Maintenance Charges	788,853	770,298	798,922	862,500	768,000	926,600
Sewer Maintenance Liens - Principal	15,059	17,112	18,265	16,500	21,700	20,000
Sewer Maintenance Liens - Interest	2,258	2,299	4,328	2,000	5,600	5,500
Publications and Maps	190	97	103	50	100	50
CDBG Reimbursement - Demolition	308,567	302,685	379,793	400,000	391,250	400,000
State Reimbursement - Snow Removal	28,960	0	0	0	0	0
Other Public Works Revenue	8,988	662	314	0	1,500	0
TOTAL PUBLIC WORKS	1,732,206	1,711,122	2,117,899	2,119,600	2,128,100	2,179,450

GENERAL FUND
REVENUE ANALYSIS DETAIL
2007 PROPOSED BUDGET

Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Approved Budget	2006 Projected	2007 Proposed Budget
PARKS AND RECREATION						
Revenue - Pool #1	6,320	6,930	16,828	14,500	17,000	18,000
Revenue - Pool #2	6,965	9,931	14,320	12,500	12,100	13,000
Fees - Shade Trees	2,566	368	265	2,000	150	300
Fees - Special Parking - City Island	70,000	22,419	98,754	80,000	80,000	80,000
Contribution/Donations	104,115	38,985	146,758	115,000	100,000	117,500
Explore Prog. Reimb. from HSD	0	0	0	40,000	0	0
Publication Advertising	0	0	9,900	40,000	12,000	70,000
Recreation Publications	0	94	35	0	0	0
Other Parks and Recreation Rev.	6,821	3,310	2,108	3,500	4,400	3,500
TOTAL PARKS AND RECREATION	196,787	82,037	288,968	307,500	225,650	302,300
TOTAL DEPARTMENT REVENUE	19,792,109	16,212,985	19,296,074	22,199,658	17,017,015	18,099,370
OTHER REVENUES						
FINES AND FORFEITS						
DJ - Traffic Violations	420,732	470,281	492,387	580,000	480,000	475,000
DJ - Summary Criminal Offenses	138,709	106,021	125,524	120,000	130,000	120,000
DJ - Codes Violations	106,298	94,985	87,393	90,000	87,700	85,000
City Parking Violations	936,083	1,093,090	1,021,860	1,474,160	967,000	1,350,000
Witness Fees	0	0	0	0	2,100	0
Other Fines and Forfeits	31,921	47,081	17,918	0	0	0
TOTAL FINES AND FORFEITS	1,633,743	1,811,458	1,745,082	2,264,160	1,666,800	2,030,000
LICENSES AND PERMITS						
Alcoholic Beverage Licenses	30,050	29,900	31,400	31,000	35,000	32,000
Cable TV Franchise License	437,851	417,371	454,626	448,000	476,800	480,000
TOTAL LICENSES AND PERMITS	467,901	447,271	486,026	479,000	511,800	512,000
INTEREST INCOME						
Savings	26,205	38,322	46,820	30,000	46,500	40,000
Tax Appeal	521	701	882	500	890	500
Collection System	8	7	10	10	10	0
Education	0	619	(74)	300	0	0
E.M.S. Tax Interest	0	0	25,370	5,000	4,270	3,600
MOED Loans	28,387	72,502	79,168	55,000	77,000	60,000
PNI Loan Interest	13,650	31,838	28,090	29,000	26,210	20,000
Other Investments	5,626	6,892	10,263	11,000	6,600	6,500
Interest Earnings	0	22	0	0	0	0
Insurance Service	1,114	5,035	8,643	5,000	9,420	7,500
Insurance Interest - W.C.	0	0	0	0	0	0
Water System Sale Proceeds	298	254	525	200	500	300
TOTAL INTEREST INCOME	75,809	156,192	199,697	136,010	171,400	138,400

GENERAL FUND
REVENUE ANALYSIS DETAIL
2007 PROPOSED BUDGET

Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Approved Budget	2006 Projected	2007 Proposed Budget
PROPERTY INCOME						
Rental Income	15,600	22,324	21,890	22,000	20,800	17,000
Easement Fees	35,821	26,891	13,338	25,000	22,500	20,000
Gain on Sale of Fixed Assets	6,400	733,000	621,275	0	0	0
TOTAL PROPERTY INCOME	57,821	782,215	656,503	47,000	43,300	37,000
MISCELLANEOUS						
Reimbursement for Loss/Damage	7,688	0	5,758	0	57,000	40,000
Stop Loss Recoveries	0	0	0	0	495,000	0
Contributions and Donations	8,400	0	0	0	6,000	0
Miscellaneous	3,756	3,785	6,239	10,000	9,400	5,000
Payments In Lieu of Taxes (PILOTS)	99,442	353,793	403,920	368,000	368,000	368,000
Naming Rights	0	0	0	0	0	0
Harrisburg Broadcasting Network	26,426	81,125	79,721	80,000	48,000	0
MOSP - Project Development Reimb	21,442	700	0	0	0	0
Refund of Expenditures	243,600	306,332	280,331	614,760	387,660	174,600
Express Script Rebate	0	0	53,528	70,000	67,400	65,000
Medicare Part D Program	0	0	0	37,500	37,500	30,000
Miscellaneous Lien - Principal	11,080	4,790	16,706	0	14,000	12,000
TOTAL MISCELLANEOUS	421,834	750,525	846,203	1,180,260	1,489,960	694,600
OTHER FINANCING SOURCES						
S.W.A.P. Revenue	0	433,000	0	0	0	0
City Guarantee Fees	2,834,544	200,000	0	0	0	0
Mortgage Refinancing Proceeds	0	0	0	0	0	0
T.R.A.N./Loan Proceeds	0	0	0	0	7,000,000	2,169,313
Settlement Recoveries	0	0	0	0	498,233	0
TOTAL OTHER FINANCING SOURCES	2,834,544	633,000	0	0	7,498,233	2,169,313
INTERGOVERNMENTAL						
Pension System State Aid	2,865,461	2,893,887	2,716,045	2,900,000	2,830,000	2,700,000
Public Utility Realty Taxes	37,343	28,848	38,868	30,000	36,900	36,000
Capital Fire Protection	1,020,000	1,020,000	1,020,000	1,020,000	1,020,000	1,220,000
HPA Coordinated Parking Agreement	3,277,000	4,000,000	3,900,000	3,500,000	3,500,000	4,005,800
TOTAL INTERGOVERNMENTAL	7,199,804	7,942,735	7,674,913	7,450,000	7,386,900	7,961,800
INTERFUND TRANSFERS						
Capital Projects Fund	0	0	0	0	0	0
Trust and Agency Fund	0	23,724	0	0	0	0
Sanitation Utility Fund	540,468	1,167,222	1,312,767	1,249,124	1,249,124	1,489,381
Sewer Utility Fund	0	0	0	0	0	0
TOTAL INTERFUND TRANSFERS	540,468	1,190,946	1,312,767	1,249,124	1,249,124	1,489,381
TOTAL OTHER REVENUES	13,231,924	13,714,342	12,921,191	12,805,554	20,017,516	15,032,494
GENERAL FUND REVENUE	54,471,907	53,235,378	56,406,029	59,120,877	60,688,282	59,232,564
Fund Balance Appropriation	100,000	1,198,970	0	0	0	0
GENERAL FUND RESOURCES	54,571,907	54,434,348	56,406,029	59,120,877	60,688,282	59,232,564

GENERAL FUND APPROPRIATIONS

GENERAL GOVERNMENT

DEPARTMENT OF ADMINISTRATION

DEPARTMENT OF BUILDING AND HOUSING
DEVELOPMENT

DEPARTMENT OF PUBLIC SAFETY

DEPARTMENT OF PUBLIC WORKS

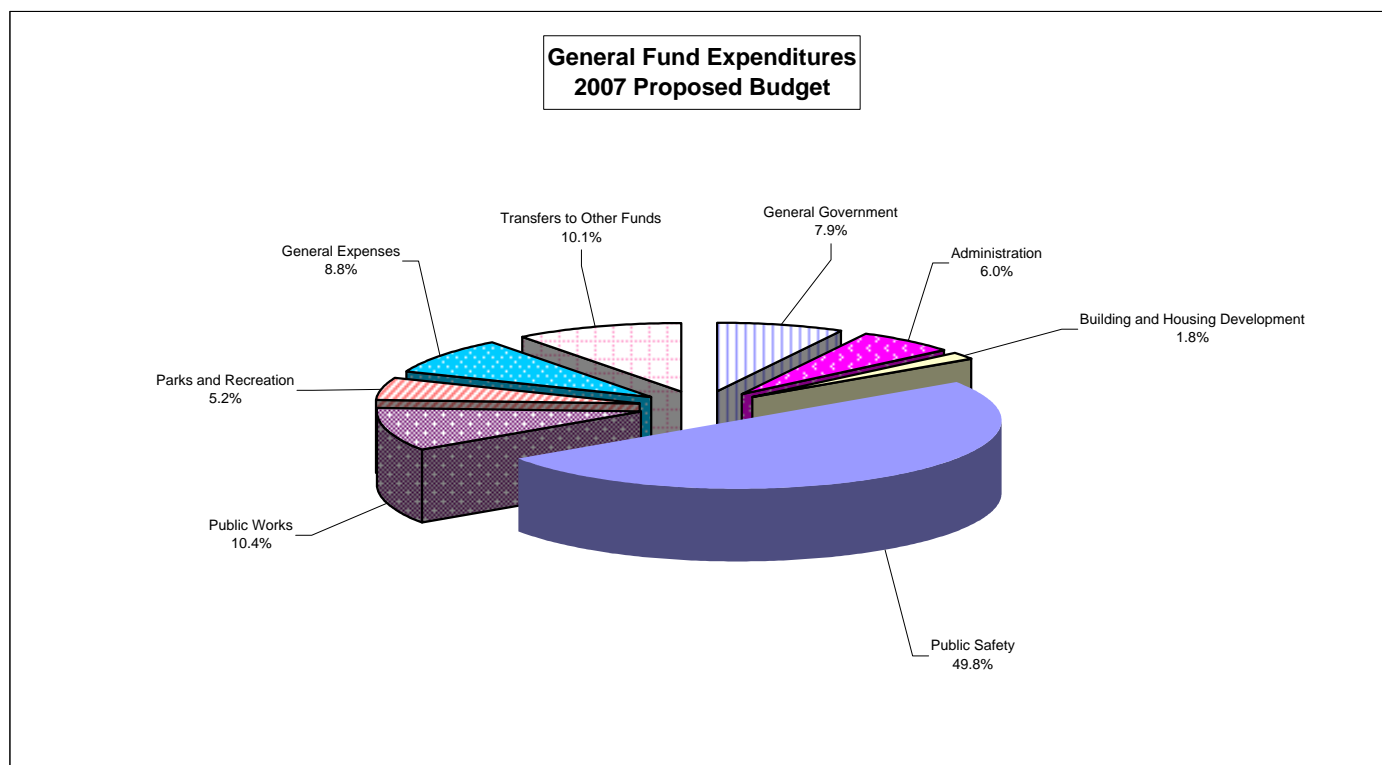
DEPARTMENT OF PARKS AND RECREATION

GENERAL EXPENSES AND
TRANSFERS TO OTHER FUNDS

GENERAL FUND
EXPENDITURE ANALYSIS SUMMARY
2007 PROPOSED BUDGET

Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Approved Budget	2006 Projected	2007 Proposed Budget
General Government	4,774,882	4,631,758	4,845,375	4,646,956	4,681,872	4,675,491
Administration	5,161,977	4,594,457	3,980,583	3,939,592	3,895,604	3,549,177
Building and Housing Development	1,158,943	1,190,303	1,121,274	1,229,112	1,183,165	1,064,015
Public Safety	24,369,831	25,403,481	29,055,380	27,785,884	30,572,774	29,471,901
Public Works	4,375,305	4,297,230	4,339,062	6,345,555	6,170,039	6,168,915
Parks and Recreation	3,319,086	2,997,477	2,849,383	3,130,463	3,153,924	3,057,556
General Expenses	3,125,307	2,376,737	3,740,694	3,191,382	4,348,224	5,237,866
Transfers to Other Funds	8,277,764	8,727,045	8,788,166	8,851,933	8,851,993	6,007,643
TOTAL GENERAL FUND	<u>54,563,095</u>	<u>54,218,488</u>	<u>58,719,917</u>	<u>59,120,877</u>	<u>62,857,595</u>	<u>59,232,564</u>

Personnel Services	35,859,166	35,495,926	38,169,803	39,317,883	41,291,284	40,154,153
Operating Expenses	7,451,440	7,860,642	7,903,901	8,795,669	8,823,524	8,581,461
Capital Outlay	1,918,795	1,391,542	1,359,163	1,352,516	1,422,917	1,143,181
Grants	1,093,144	738,144	1,114,068	802,876	784,776	1,131,813
Miscellaneous	(40,174)	381	0	0	25,390	45,000
Transfers	8,277,764	8,727,045	8,788,166	8,851,933	8,851,993	6,007,643
Non-Expenditure Items	2,959	4,808	1,384,816	0	1,657,711	2,169,313
TOTAL GENERAL FUND	<u>54,563,095</u>	<u>54,218,488</u>	<u>58,719,917</u>	<u>59,120,877</u>	<u>62,857,595</u>	<u>59,232,564</u>



EXPENDITURE ANALYSIS SUMMARY
2007 PROPOSED BUDGET

	2003 Actual	2004 Actual	2005 Actual	2006 Approved Budget	2006 Projected	2007 Proposed Budget
GENERAL GOVERNMENT						
<u>0101 OFFICE OF CITY COUNCIL</u>						
Personnel Services	291,391	287,065	316,292	383,836	326,306	307,769
Operating Expenses	146,896	85,102	89,183	92,760	102,803	41,550
Capital Outlay	11,583	0	0	0	0	0
Grants	27,700	5,200	0	0	0	0
TOTALS	477,570	377,367	405,475	476,596	429,109	349,319
<u>0102 OFFICE OF THE MAYOR</u>						
Personnel Services	407,724	393,477	394,670	409,096	412,930	436,460
Operating Expenses	22,451	36,896	26,191	46,767	48,012	31,275
Capital Outlay	(250)	0	0	0	4,020	4,600
TOTALS	429,925	430,373	420,861	455,863	464,962	472,335
<u>0103 OFFICE OF THE CITY CONTROLLER</u>						
Personnel Services	210,910	212,509	213,852	231,050	229,817	241,456
Operating Expenses	3,626	6,422	5,726	9,550	9,500	5,700
Capital Outlay	0	0	0	0	0	0
TOTALS	214,536	218,931	219,578	240,600	239,317	247,156
<u>0104 OFFICE OF THE CITY TREASURER</u>						
Personnel Services	517,557	534,798	543,054	598,161	581,451	629,885
Operating Expenses	85,636	58,969	80,961	121,144	133,150	130,715
Capital Outlay	47,426	5,739	0	0	0	0
TOTALS	650,619	599,506	624,015	719,305	714,601	760,600
<u>0105 OFFICE OF THE CITY SOLICITOR</u>						
Personnel Services	350,258	367,985	338,199	340,471	341,641	289,944
Operating Expenses	56,013	262,095	181,835	84,050	158,710	68,900
Capital Outlay	0	0	0	0	0	0
TOTALS	406,271	630,080	520,034	424,521	500,351	358,844

EXPENDITURE ANALYSIS SUMMARY
2007 PROPOSED BUDGET

	2003 Actual	2004 Actual	2005 Actual	2006 Approved Budget	2006 Projected	2007 Proposed Budget
<u>0106 HARRISBURG HUMAN RELATIONS COMMISSION</u>						
Personnel Services	162,635	163,812	156,940	171,373	148,686	130,817
Operating Expenses	15,519	13,058	11,940	20,045	20,045	19,545
Capital Outlay	0	0	0	0	0	0
TOTALS	178,154	176,870	168,880	191,418	168,731	150,362
<u>0107 OFFICE OF THE CITY ENGINEER</u>						
Personnel Services	214,009	172,069	241,908	264,216	263,313	272,499
Operating Expenses	849,702	861,549	771,961	381,781	399,392	342,370
Capital Outlay	776,751	617,997	832,952	832,952	832,952	674,311
Grants	0	0	0	0	0	520,000
TOTALS	1,840,461	1,651,615	1,846,821	1,478,949	1,495,657	1,809,180
<u>0108 MAYOR'S OFFICE FOR SPECIAL PROJECTS</u>						
Personnel Services	211,489	196,350	0	0	0	0
Operating Expenses	39,837	40,256	0	0	0	0
Capital Outlay	10,943	0	0	0	0	0
TOTALS	262,268	236,606	0	0	0	0
<u>0109 MAYOR'S OFFICE FOR ECONOMIC DEVELOPMENT AND SPECIAL PROJECTS</u>						
Personnel Services	310,830	303,396	501,685	534,758	530,456	453,105
Operating Expenses	4,248	7,011	138,026	124,946	141,196	73,476
Capital Outlay	0	0	0	0	(2,508)	1,114
Grants	0	0	0	0	0	0
TOTALS	315,078	310,407	639,711	659,704	669,144	527,695
TOTAL GENERAL GOVERNMENT						
Personnel Services	2,676,803	2,631,463	2,706,600	2,932,961	2,834,600	2,761,935
Operating Expenses	1,223,927	1,371,359	1,305,823	881,043	1,012,808	713,531
Capital Outlay	846,452	623,736	832,952	832,952	834,464	680,025
Grants	27,700	5,200	0	0	0	520,000
TOTAL EXPENDITURES	4,774,882	4,631,758	4,845,375	4,646,956	4,681,872	4,675,491

OFFICE OF CITY COUNCIL

Harrisburg's City Council is the Legislative Branch of City government. The City Council consists of seven members who are elected at large. The City Council President is elected by the Council members and presides over the Council meetings. In the event of illness or absence, the Vice-President presides over the meetings. City Council considers and evaluates legislative concerns through a study committee structure consisting of committees on Administration, Budget and Finance, Building and Housing, Community and Economic Development, Children and Youth, Parks and Recreation, Public Safety, and Public Works. City Council also confirms all department directors and certain other Mayoral appointees. Council is also required, by the Third Class Optional City Code of Pennsylvania, to pass an annual budget by December 31 of each fiscal year.

EXPENDITURE ANALYSIS DETAIL				
2007 PROPOSED BUDGET				
General Fund			0101 City Council	
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	193,819	Council Members	7	125,500
Salaries-BU	0	City Clerk	1	68,319
Overtime	0			
Fringe Benefits	113,950	Total Management	8	193,819
TOTAL	307,769			
OPERATING EXPENSES				
		Total Bargaining Unit	0	0
Communications	8,650			
Professional Services	0			
Utilities	0	Overtime		0
Insurance	0			
Rentals	0	FICA		14,828
Maintenance & Repairs	6,500	Healthcare Benefits - Active		97,552
Contracted Services	21,150	Healthcare Benefits - Retirees		1,570
Supplies	5,250			
Minor Capital Equipment	0	Total Fringe Benefits		113,950
TOTAL	41,550			
		TOTAL	8	307,769
CAPITAL OUTLAY	0			
GRANTS	0			
TOTAL APPROPRIATION	349,319			

OFFICE OF THE MAYOR

The Mayor is the Chief Executive Officer of Harrisburg's government. The Mayor is an elected official, is full-time, and is the sole appointing authority of all department and office directors and Mayor's Office staff. Department heads must be confirmed by a majority of City Council before appointment is permanent. Senior City government officials, including department and office heads, comprise the Mayor's Cabinet. The Mayor has broad discretionary, executive, and administrative authority under the provisions of the Third Class Optional City Code of Pennsylvania, the City's Charter, and the Codified Ordinances of the City of Harrisburg. The Mayor also heads the Executive/Administrative Branch of City government. The Mayor is automatically a member of several public or quasi-public boards of directors, including the Tri-County Planning Commission, the Harrisburg Area Transportation Study Group (HATS), and the Capital Region Economic Development Corporation (CREDC). The Mayor is usually the sole appointing authority of members of twenty-nine boards, commissions, task forces, and authorities, with City Council confirmation required for some of these appointees.

The Mayor has broad policy-making authority, and by Executive Order or other action, can direct the use of municipal resources, including the setting of priorities for the use of resources. The Office can assume an initiative role in matters, projects, and policies of a Citywide or regional nature. In the event of a civil emergency or natural disaster, the Mayor, under State and City laws, has the sole authority to declare a state of emergency and to direct or redirect governmental and other response to such events. Administratively, the Mayor has contracting authority and no valid or binding contract involving the municipal government exists without the Mayor's and City Controller's signatures.

As a result of legislation adopted by the Pennsylvania General Assembly in late 2000, the Mayor of Harrisburg is the only elected municipal governmental official in the State charged with oversight responsibility of the local public school system, the Harrisburg School District. The Mayor appoints the five member Board of Control, who serve at the Mayor's pleasure. The Mayor has direct decision-making involvement in major policy, personnel, and programmatic matters pertaining to the District in this comprehensive reform and improvement initiative.

EXPENDITURE ANALYSIS DETAIL 2007 PROPOSED BUDGET

General Fund

0102 Mayor's Office

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	333,996	Mayor	1	80,000
Overtime	0	Senior Assistant to the Mayor	1	81,711
Fringe Benefits	102,464	Senior Advisor to Mayor/ Director of Communications	1	76,967
TOTAL	436,460	Assistant to Mayor	1	53,609
		Special Assistant to Mayor	1	41,709
OPERATING EXPENSES				
		Total Management	5	333,996
Communications	10,900			
Professional Services	200			
Utilities	0	Overtime		0
Insurance	0			
Rentals	200	FICA		25,551
Maintenance & Repairs	2,700	Healthcare Benefits - Active		61,013
Contracted Services	300	Healthcare Benefits - Retirees		15,900
Supplies	13,275			
Minor Capital Equipment	3,700	Total Fringe Benefits		102,464
TOTAL	31,275	TOTAL	5	436,460
CAPITAL OUTLAY	4,600			
TOTAL APPROPRIATION	472,335			

OFFICE OF THE CITY CONTROLLER

The Office of City Controller is an autonomous office of City government headed by the City Controller, an independently elected official. This office is responsible for the review and approval of all expenditures and obligations of the City. Performing the internal audit function requires that all purchase orders, warrants, contracts, and agreements be reviewed for compliance with the Third Class City Code, other State laws, City of Harrisburg administrative policies, and City ordinances. The signature of the City Controller is a legal requirement on all of the aforementioned documents. This office also issues monthly financial reports to the Mayor and City Council, which analyze revenues and expenditures for all budgeted funds.

EXPENDITURE ANALYSIS DETAIL 2007 PROPOSED BUDGET				
General Fund		0103 City Controller's Office		
Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
Salaries-Mgmt	140,310	City Controller	1	20,000
Salaries-BU	38,502	Chief Deputy Controller	1	66,693
Overtime	0	Audit Manager	1	53,617
Fringe Benefits	62,644			
		Total Management	3	140,310
TOTAL	241,456			
OPERATING EXPENSES		Auditor	1	38,502
Communications	100	Total Bargaining Unit	1	38,502
Professional Services	0			
Utilities	0			
Insurance	0	Overtime		0
Rentals	0			
Maintenance & Repairs	350	FICA		13,679
Contracted Services	3,300	Healthcare Benefits - Active		48,965
Supplies	1,950	Healthcare Benefits - Retirees		0
Minor Capital Equipment	0			
		Total Fringe Benefits		62,644
TOTAL	5,700			
CAPITAL OUTLAY	0	TOTAL	4	241,456
TOTAL APPROPRIATION	247,156			

OFFICE OF THE CITY TREASURER

The Office of City Treasurer is headed by the City Treasurer, an independently elected official. The City Treasurer is responsible for the collection, safekeeping, and investment of City revenues; including all fees, fines, and taxes. The City Treasurer also serves as collector for Harrisburg School District taxes. Computer technology advancements have improved the collection of payments and the reporting of such receipts. Examples include: direct debit; processing scannable parking tickets, tax, and utility bills; various banking software; acceptance of credit and debit cards for all payments; automatic payment plan options; electronic funds transfer acceptance; computerized processing of multiple payments; computerized returned check procedures; and the use of computer generated lists to process payments. Additional improvements still in the testing phase include: internet payments, on-line bill payment, and on-line electronic check acceptance.

All monies collected are invested utilizing several money management techniques to optimize interest earnings while ensuring the safety of funds. Economic trends and monitoring of the financial markets allow for maximized yield investment strategies.

The City Treasurer must sign all checks disbursed for payroll and the receipt of goods or services, in addition to coordinating all electronic fund transfers and receipts. This office is responsible for obtaining all information necessary for issuing Municipal Fire Certificates in accordance with the City and State fire insurance escrow laws. Treasury prepares and distributes to departments monthly reports for City investments, paid invoices, credit card activity, and the cumulative history of insufficient funds checks. On a daily basis, Treasury monitors the City's bank accounts electronically. The Treasurer also executes funding transfers for debt service payments on all outstanding City bond and note issues. This office has the authority to manage all bank accounts of the City, including the transfer of funds between different bank accounts and the reconciliation to the City's general ledger.

EXPENDITURE ANALYSIS DETAIL 2007 PROPOSED BUDGET

General Fund

0104 City Treasurer's Office

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	207,069	City Treasurer	1	15,000
Salaries-BU	246,166	Deputy Treasurer	1	55,178
Overtime	1,524	Assistant Deputy Treasurer	1	46,000
Fringe Benefits	175,126	Computer Programmer	1	64,439
		System Programmer Trainee	0.40	26,452
TOTAL	629,885			
		Total Management	4.40	207,069
OPERATING EXPENSES				
Communications	10,340	Auditor	1	38,452
Professional Services	0	Administrative Assistant I	2	69,858
Utilities	0	Lead Cashier	1	35,054
Insurance	2,000	Cashier II	2	67,898
Rentals	0	Accounting Clerk I	1	34,904
Maintenance & Repairs	59,000			
Contracted Services	19,975	Total Bargaining Unit	7	246,166
Supplies	38,300			
Minor Capital Equipment	1,100			
		Overtime		1,524
TOTAL	130,715			
		FICA		34,791
CAPITAL OUTLAY	0	Healthcare Benefits - Active		140,335
		Healthcare Benefits - Retirees		0
TOTAL APPROPRIATION	760,600	Total Fringe Benefits		175,126
		TOTAL	11.40	629,885

OFFICE OF THE CITY SOLICITOR

The City Solicitor's Office is responsible for handling all legal matters affecting the City. This entails providing legal counsel to the Mayor, the City Controller, the City Treasurer, and City Council. This office manages all legal action taken by the City and defends or supervises the defense of actions filed against the City, including all labor law matters. It reviews and provides administrative legal support for all bond issuances, prepares and files all proofs of claim on behalf of the City in bankruptcy proceedings and represents the City in all such proceedings. It also plays a significant role in major projects undertaken by the City and handles real estate transfers and loan closings for the Departments of Building and Housing Development and the Mayor's Office for Economic Development and Special Projects. Office staff prosecute codes violations, violations of City ordinances, bad check cases, and other criminal offenses in the name of the Commonwealth, and participate in all tax assessment appeals filed by property owners. The Office drafts or reviews, for form and legality, all legislation considered by Council and all City contracts. The City Solicitor provides legal opinions to department directors, bureau chiefs, and their staff to assure legal compliance in matters affecting their departments and assists the Department of Administration's efforts to recover delinquent taxes and utilities. The City Solicitor's opinion on legal matters is final within City government.

EXPENDITURE ANALYSIS DETAIL 2007 PROPOSED BUDGET

General Fund

0105 City Solicitor's Office

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	211,122	City Solicitor	1	74,401
Overtime	0	Deputy City Solicitor	1	50,905
Fringe Benefits	78,822	Assistant City Solicitor	1	43,785
		Confidential Legal Secretary II	1	42,031
TOTAL	289,944			
		Total Management	4	211,122
OPERATING EXPENSES				
Communications	1,450	Overtime		0
Professional Services	41,800	FICA		16,151
Utilities	0	Healthcare Benefits - Active		48,851
Insurance	0	Healthcare Benefits - Retirees		13,820
Rentals	0			
Maintenance & Repairs	0	Total Fringe Benefits		78,822
Contracted Services	5,300			
Supplies	20,350			
Minor Capital Equipment	0			
TOTAL	68,900	TOTAL	4	289,944
CAPITAL OUTLAY				
	0			
TOTAL APPROPRIATION	358,844			

HARRISBURG HUMAN RELATIONS COMMISSION

This office is the City's full-time official agency designed to administer, implement, and enforce the provisions of the City's Human Relations and Discrimination Code prohibiting discrimination. The Code applies to discriminatory practices; including, but not limited to, discrimination in employment, housing, public accommodations, education, and lending, which occur within the territorial limits of the City of Harrisburg and to employment, contracted for, performed, or to be performed within these limits, or by those contracting with the City. The Commission initiates, receives, investigates, and attempts to satisfactorily resolve complaints alleging violation of the Code. This office also establishes programs to increase communication and eliminate prejudice among various racial, religious, and ethnic groups. The Commission offers an annual "Human Relations Camp" designed to educate metropolitan Harrisburg youth regarding values in cultural diversity. The Commission also serves as a clearinghouse for related information, as well as a referral source for various agencies providing a variety of services to the citizens of the Harrisburg area.

A nine-member Commission is appointed by the Mayor and must be confirmed by City Council. The Commission supervises an Executive Director, who oversees the Commission's other staff and volunteers. The Code requires Commissioners to meet ten times a year and these meetings are open to the public. Services provided by the Commission require no out-of-pocket expenses for those wishing to file a complaint.

EXPENDITURE ANALYSIS DETAIL 2007 PROPOSED BUDGET				
General Fund		0106 Human Relations Commission		
Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
Salaries-Mgmt	58,881	Executive Director	1	58,881
Salaries-BU	39,782			
Overtime	0	Total Management	1	58,881
Fringe Benefits	32,154			
TOTAL	130,817	Human Relations Specialist II	1	39,782
OPERATING EXPENSES		Total Bargaining Unit	1	39,782
Communications	1,850			
Professional Services	10,800	Overtime		0
Utilities	0			
Insurance	0	FICA		7,547
Rentals	0	Healthcare Benefits - Active		24,577
Maintenance & Repairs	300	Healthcare Benefits - Retirees		30
Contracted Services	4,350			
Supplies	2,245	Total Fringe Benefits		32,154
Minor Capital Equipment	0			
TOTAL	19,545	TOTAL	2	130,817
CAPITAL OUTLAY	0			
TOTAL APPROPRIATION	150,362			

OFFICE OF THE CITY ENGINEER

The Office of City Engineer is a resource that is interdepartmental in scope and function. This office consults with all City agencies involved in infrastructure repairs, replacements, modifications, or additions. The Harrisburg Authority and Harrisburg Parking Authority also coordinate infrastructure improvement projects with this office. The Office is responsible for establishing the scope of work for paving, storm drainage, and utility repair/replacement projects. The City Engineer acts as liaison with the Pennsylvania Department of Transportation (PennDOT) District Engineer to plan, coordinate, and review all highway and traffic control projects on state roads and bridges within City limits and all capital improvement projects that are constructed in partnership with PennDOT on a cost sharing basis.

The Office performs all required traffic studies to justify the establishment of traffic control devices, including, but not limited to, stop signs, traffic signals, pedestrian crossings, one-way and two-way traffic, and restricted or public parking areas. The City Engineer represents the City on the Harrisburg Area Transportation Study (HATS) Technical and Coordinating Committees.

This office issues and controls street cut permits and construction/maintenance bonds in the City. This office inspects/approves the work of contractors working on City streets for paving, pipeline, and parking lot projects. Engineering Representatives are assigned to assure compliance with state and local street cut regulations and to assure proper flow of traffic around work areas. Staff also obtain State Highway Occupancy Permits for all work performed on City-owned utilities located within state highway rights-of-way. The Registrar of Real Estate maintains a current file of real property deeds. This includes preparation and maintenance of City plot plans and accurate record-keeping for every change in property ownership in the City.

EXPENDITURE ANALYSIS DETAIL 2007 PROPOSED BUDGET

General Fund

0107 City Engineer's Office

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	120,597	City Engineer	1	84,063
Salaries-BU	80,958	Civil Engineer	1	36,534
Overtime	0			
Fringe Benefits	70,944	Total Management	2	120,597
TOTAL	272,499			
OPERATING EXPENSES				
		Engineer's Representative III	1	43,523
		Registrar of Real Estate I	1	37,435
Communications	2,950	Total Bargaining Unit	2	80,958
Professional Services	0			
Utilities	0			
Insurance	0	Overtime		0
Rentals	0			
Maintenance & Repairs	335,100	FICA		15,420
Contracted Services	805	Healthcare Benefits - Active		49,154
Supplies	3,515	Healthcare Benefits - Retirees		6,370
Minor Capital Equipment	0	Total Fringe Benefits		70,944
TOTAL	342,370			
CAPITAL OUTLAY	674,311	TOTAL	4	272,499
GRANTS (MATCHING SHARE)	520,000			
TOTAL APPROPRIATION	1,809,180			

MAYOR'S OFFICE FOR ECONOMIC DEVELOPMENT AND SPECIAL PROJECTS

The Mayor's Office for Economic Development and Special Projects (MOED&SP) is a newly integrated Cabinet office in 2005, combining the former Mayor's Office for Economic Development and Mayor's Office for Special Projects, while adding tourism development to its mission. MOED&SP is responsible for the promotion and advancement of commercial and industrial development in the City, coordinating special projects as assigned by the Mayor, and advancing the City of Harrisburg as a tourist destination. MOED&SP also supports WHBG television station, HBN radio, Central Energy Office, and HarrisCom, with plans to aggressively expand the services and revenue generation of all four entities.

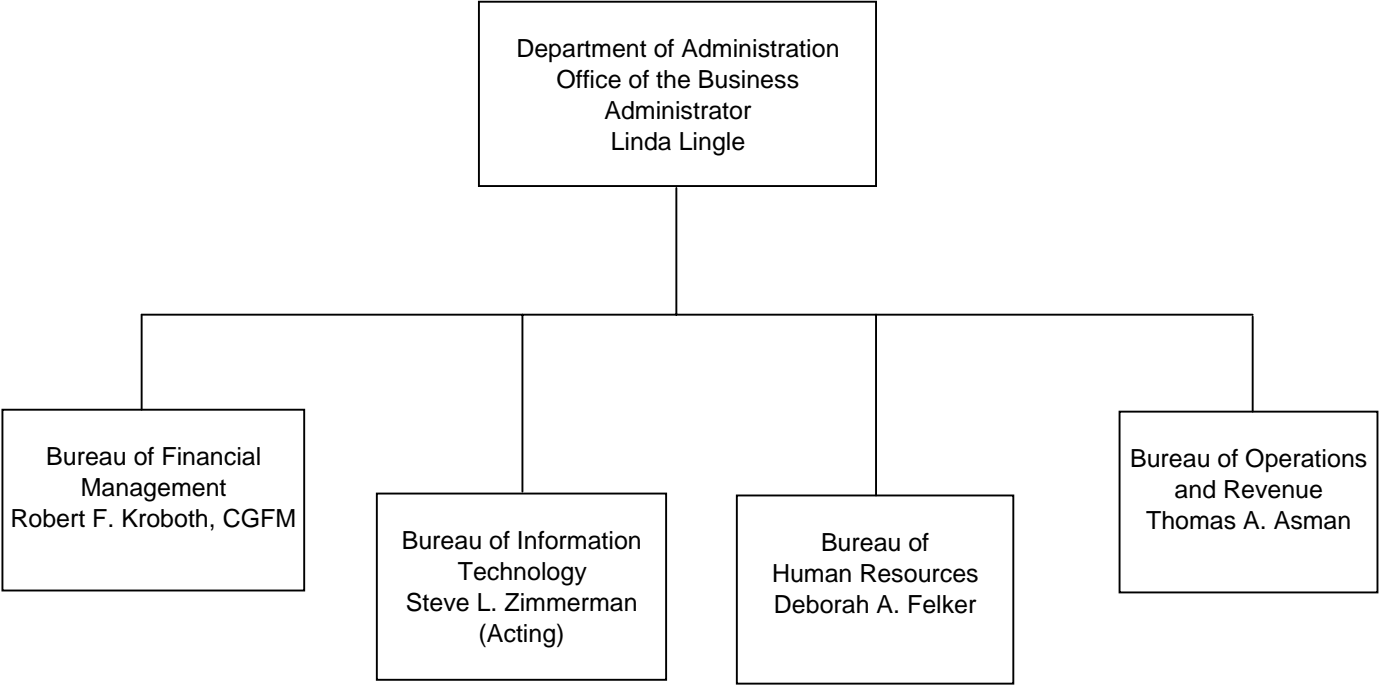
Staffed by eight full-time persons and a very small group of consultants, MOED&SP has the responsibility of providing leadership for diverse, high-profile and high-impact economic development, such as HERSHA Corporate headquarter relocation, Advanced Communications; tourism development, such as Hershey-Capital Region Visitors Bureau and Harrisburg Museum Network; and special projects such as National African-American Cultural Center and City wireless projects. In short MOED&SP must constantly balance the short-term needs of the City and clients served with the long-term and strategic needs of the City and future businesses that might locate in or otherwise serve the City of Harrisburg.

MOED&SP also provides a confidential, "one-stop shop" for information about business start-ups, business planning, site selection and development, permits, zoning, taxation and financing programs. Core services delivered include: low-interest loans- the most active revolving loan program is available to all City-based businesses; counseling and additional business development assistance is offered to stimulate a successful business venture; MOED&SP often partners with other financial and service agencies, such as the Commonwealth of Pennsylvania, Community First Fund, or the Capital Region Economic Development Corporation, as well as numerous local lending institutions.

The Mayor's Office for Economic Development and Special Projects' staff utilizes all information available to provide business start-up and growth assistance to local Minority and Women Business Enterprises (MBEs/WBEs). While insuring success and increasing the bottom line is important for the clients, it is also in their best interest to receive basic business training, marketing advice, and general assistance. MOED&SP provides customer-centered and individualized services to all City businesses.

EXPENDITURE ANALYSIS DETAIL 2007 PROPOSED BUDGET				
General Fund			0109 M.O.E.D.& S.P.	
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	245,656	Director	1	91,837
Salaries-BU	83,534	Deputy Director/Contract	1	59,028
Salaries - Part-Time	23,400	Compliance Officer		
Overtime	0	Executive Director - HBN	1	55,586
Fringe Benefits	100,515	Special Assistant to Director	1	39,205
TOTAL	453,105	Total Management	4	245,656
OPERATING EXPENSES				
		MBE/WBE Dev. Specialist II	1	47,542
		Secretary I	1	35,992
Communications	15,150			
Professional Services	23,675	Total Bargaining Unit	2	83,534
Utilities	0			
Insurance	0	Production Technician - HBN	1	23,400
Rentals	1,501			
Maintenance & Repairs	0	Total Part-Time	1	23,400
Contracted Services	17,450			
Supplies	15,700			
Minor Capital Equipment	0	Overtime		0
TOTAL	73,476	FICA		26,973
		Healthcare Benefits - Active		73,542
CAPITAL OUTLAY	1,114	Healthcare Benefits - Retirees		0
		Total Fringe Benefits		100,515
TOTAL APPROPRIATION	527,695	TOTAL	7	453,105

DEPARTMENT OF ADMINISTRATION



EXPENDITURE ANALYSIS SUMMARY
2007 PROPOSED BUDGET

	2003 Actual	2004 Actual	2005 Actual	2006 Approved Budget	2006 Projected	2007 Proposed Budget
DEPARTMENT OF ADMINISTRATION						
<u>0110 OFFICE OF THE BUSINESS ADMINISTRATOR</u>						
Personnel Services	245,948	242,615	242,281	229,039	267,893	280,940
Operating Expenses	6,412	11,600	18,829	33,319	14,078	43,755
Capital Outlay	0	0	0	0	0	0
TOTALS	252,360	254,215	261,110	262,358	281,971	324,695
<u>0111 OFFICE OF INSURANCE & RISK MANAGEMENT</u>						
Personnel Services	134,600	158,580	0	0	0	0
Operating Expenses	14,473	13,330	0	0	0	0
Capital Outlay	0	0	0	0	0	0
TOTALS	149,073	171,910	0	0	0	0
<u>0112 BUREAU OF FINANCIAL MANAGEMENT</u>						
Personnel Services	555,183	501,172	592,334	630,346	616,048	536,680
Operating Expenses	163,999	150,076	167,246	175,495	189,378	197,660
Capital Outlay	5,180	0	0	0	0	0
Grants	0	0	0	0	0	25,000
Non-Expenditure Items	0	0	855	0	0	0
TOTALS	724,362	651,248	760,435	805,841	805,426	759,340
<u>0116 BUREAU OF INFORMATION TECHNOLOGY</u>						
Personnel Services	1,098,541	962,974	835,878	849,114	846,857	729,991
Operating Expenses	198,464	175,137	188,291	272,800	246,255	329,450
Capital Outlay	426,541	332,434	203,134	203,134	207,240	147,822
Non-Expenditure Items	(41)	0	0	0	0	0
TOTALS	1,723,505	1,470,546	1,227,303	1,325,048	1,300,352	1,207,263
<u>0117 BUREAU OF HUMAN RESOURCES</u>						
Personnel Services	345,420	397,341	396,100	428,255	411,863	313,597
Operating Expenses	59,945	61,705	65,818	78,495	78,008	80,629
Capital Outlay	1,000	0	0	0	0	0
TOTALS	406,365	459,046	461,918	506,750	489,871	394,226

EXPENDITURE ANALYSIS SUMMARY
2007 PROPOSED BUDGET

	2003 Actual	2004 Actual	2005 Actual	2006 Approved Budget	2006 Projected	2007 Proposed Budget
<u>0121 MAYOR'S OFFICE FOR LABOR RELATIONS</u>						
Personnel Services	256,911	158,939	150,457	132,182	141,721	0
Operating Expenses	112,516	20,373	28,480	30,040	31,082	0
Capital Outlay	0	0	0	0	0	0
TOTALS	<u>369,427</u>	<u>179,312</u>	<u>178,937</u>	<u>162,222</u>	<u>172,803</u>	<u>0</u>
<u>0124-0128 BUREAU OF OPERATIONS AND REVENUE</u>						
Personnel Services	1,178,244	1,031,252	766,803	814,450	783,720	799,210
Operating Expenses	232,148	309,428	264,066	62,923	61,461	64,443
Capital Outlay	126,495	67,500	57,572	0	0	0
Non-Expenditure Items	0	0	2,438	0	0	0
TOTALS	<u>1,536,886</u>	<u>1,408,180</u>	<u>1,090,879</u>	<u>877,373</u>	<u>845,181</u>	<u>863,653</u>
TOTAL DEPARTMENT OF ADMINISTRATION						
Personnel Services	3,814,846	3,452,872	2,983,853	3,083,386	3,068,102	2,660,418
Operating Expenses	787,956	741,649	732,731	653,072	620,262	715,937
Capital Outlay	559,216	399,935	260,706	203,134	207,240	147,822
Grants	0	0	0	0	0	25,000
Non-Expenditure Items	(41)	0	3,293	0	0	0
TOTAL EXPENDITURES	<u><u>5,161,977</u></u>	<u><u>4,594,457</u></u>	<u><u>3,980,583</u></u>	<u><u>3,939,592</u></u>	<u><u>3,895,604</u></u>	<u><u>3,549,177</u></u>

OFFICE OF THE BUSINESS ADMINISTRATOR

The Department of Administration is headed by the Business Administrator who is appointed by the Mayor and confirmed by City Council. The Department of Administration performs the fiscal, labor relations, and central administrative functions of the City. The Business Administrator has the authority to oversee the management of all City departments and directly manages four bureaus and one office: The Bureaus of Financial Management, Information Technology, Human Resources, Operations and Revenue, and the Affirmative Action Office. The Business Administrator serves as the Mayor's designee on various Boards and Commissions and acts as the Third Step Hearing Officer for Union grievances in the Mayor's stead.

The Affirmative Action Officer reports directly to the Business Administrator and is responsible for implementing the City's Affirmative Action Policy. The Affirmative Action Officer oversees recruitment, hiring, compensation, appointments for advancement (including upgrading and promotion), transfers, and terminations to verify that discrimination does not occur. The Affirmative Action Officer also evaluates the demographic statistics of the City to verify that equal employment opportunities are consistent with the relevant labor market and provides training on equal employment opportunity laws, cultural diversity, the Americans with Disabilities Act (ADA), and other related subjects.

EXPENDITURE ANALYSIS DETAIL 2007 PROPOSED BUDGET				
General Fund		0110 Office of the Business Administrator		
Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
Salaries-Mgmt	209,103	Business Administrator	1	77,688
Overtime	0	Affirmative Action Officer	1	47,550
Fringe Benefits	71,837	Assistant to the Business Administrator	1	48,241
TOTAL	<u>280,940</u>	Confidential Secretary to the Business Administrator	1	35,624
OPERATING EXPENSES		Total Management	<u>4</u>	<u>209,103</u>
Communications	3,050	Overtime		<u>0</u>
Professional Services	34,500	FICA		15,996
Utilities	0	Healthcare Benefits - Active		48,851
Insurance	0	Healthcare Benefits - Retirees		6,990
Rentals	0	Total Fringe Benefits		<u>71,837</u>
Maintenance & Repairs	0	TOTAL	<u>4</u>	<u>280,940</u>
Contracted Services	1,760			
Supplies	4,445			
Minor Capital Equipment	0			
TOTAL	<u>43,755</u>			
CAPITAL OUTLAY	0			
TOTAL APPROPRIATION	<u><u>324,695</u></u>			

BUREAU OF FINANCIAL MANAGEMENT

The Bureau of Financial Management is responsible for the fiscal management of the City. This includes the management of all funds; the accounting of all assets; the production of all financial documents; and the administration of Debt Service, General Expenses and Transfers to Other Funds. In addition, this bureau aids in the administration of the City's three pension plans. Lastly, the bureau provides in-depth financial analysis and research to the Administration and City Council upon request. To complete these tasks, the bureau is organized into four offices: Accounting, Budget and Analysis, Purchasing, and Insurance and Risk Management.

The Accounting Office manages cash flow and performs accounts payable functions. This office also oversees the operation of the City's computerized accounting and financial reporting system. Upon completion of the annual audit, this office has the responsibility of producing the City's Comprehensive Annual Financial Report.

The Office of Budget and Analysis is responsible for the development, preparation, and distribution of the City's annual budget document. The office prepares the Mid-Year Fiscal Report, which illustrates the financial status of all budgeted funds as of June 30 of the current year compared to June 30 of the previous year, in addition to projecting financial performance by the current year-end. This office also monitors all budgeted appropriations and resources throughout the year to assure compliance with the annual budget.

The Purchasing Office is responsible for overseeing the procurement of most City materials, supplies, and services. All procurement records are compiled and maintained within the Purchasing Office. Additionally, this office must assure fair and equitable distribution of City contracts and agreements for capital and non-capital products and services, including the preparation of public bid specifications, advertisement of bids, and awarding of contracts.

The Office of Insurance and Risk Management (OI&RM) is responsible for the management of risk, evaluation of risk transfer alternatives, and the acquisition of insurance coverage for City government. An important mission of this office is to promote a proactive loss prevention strategy to limit potential hazards and illness through administering the City's Accident and Illness Prevention and Workplace Injury Treatment and Reporting Programs. This office also manages the workers' compensation self-insured program, and in conjunction with the City Solicitor's Office, manages all litigation cases, processes all insurance claims and submits them to the appropriate insurance companies for consideration.

**EXPENDITURE ANALYSIS DETAIL
2007 PROPOSED BUDGET**

General Fund

0112 Financial Management

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	264,438	Deputy Business Administrator	1	74,558
Salaries-BU	123,037	Accounting Manager	1	52,007
Salaries-Part-Time	5,400	Budget Manager	1	51,671
Overtime	0	Purchasing Manager	1	47,452
Fringe Benefits	143,805	Budget/Management Analyst Trainee	1	38,750
TOTAL	536,680	Total Management	5	264,438
OPERATING EXPENSES				
		Fiscal Officer II	1	47,241
		Auditor I	1	38,502
		Fiscal Technician II	1	37,294
Communications	11,700			
Professional Services	150,500	Total Bargaining Unit	3	123,037
Utilities	0			
Insurance	0	Budget Analyst	1	3,000
Rentals	100	Administrative Assistant	1	2,400
Maintenance & Repairs	900			
Contracted Services	27,460	Total Part-Time	2	5,400
Supplies	7,000			
Minor Capital Equipment	0			
TOTAL	197,660	Overtime		0
CAPITAL OUTLAY				
	0	FICA		30,056
		Healthcare Benefits - Active		98,119
		Healthcare Benefits - Retirees		15,630
GRANTS (MATCHING SHARE)	25,000	Total Fringe Benefits		143,805
TOTAL APPROPRIATION	759,340	TOTAL	10	536,680

DEPARTMENT OF ADMINISTRATION

PROGRAM: Bureau of Financial Management

OBJECTIVE: To provide comprehensive financial services to the City and its residents in an accurate and timely manner, and to procure goods and services at the lowest competitive price, while delivering efficient quality service.

2004 ACCOMPLISHMENTS:

Earned the Government Finance Officers Association of the United States and Canada (GFOA) Certificate of Achievement for Excellence in Financial Reporting Award for the 18th consecutive year and the Distinguished Budget Presentation Award for the 15th consecutive year. These awards are the highest forms of recognition in governmental accounting, financial reporting, and budgeting.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	FY2002	FY2003	FY2004	FY2005	FY2006
Years GFOA Budget Award received	12	13	14	15	16
Years GFOA Financial Reporting Award received	15	16	17	18	19
Accuracy rate of City revenue estimates (budget to actual %)	100.8%	97.0%	96.0%	96.9%	97.7%
Accuracy rate of City expenditure estimates (budget to actual %)	98.3%	96.2%	94.8%	99.3%	97.2%
City budget funds monitored (millions)	\$ 112.36	\$ 110.60	\$ 100.11	\$ 111.97	\$ 130.44
Bid reports created ^a	48	53	39	40	45
Bids issued ^a	31	34	31	36	30
Contracts Received and Filed ^a	44	49	42	43	40
Purchase Orders Issued ^a	1,600	1,443	1,235	1,307	1,345
Accounts Payable Processed	51,425	45,974	37,154	33,677	30,525
Checks Issued	9,219	10,487	9,295	9,100	9,000

Notes:

^a New measures instituted in 2002.

BUREAU OF INFORMATION TECHNOLOGY

The Bureau of Information Technology is responsible for the administration of the City's blend of mainframe and network computer systems.

The bureau programs, controls, troubleshoots, and monitors a wide array of mainframe-based systems used throughout the City's operations. Examples of these systems include the computerized billing system for property and mercantile taxes; billing water, sewer, and refuse charges; human resource management; insurance claims management; computer aided dispatch; and field reports for all service calls for police and fire.

This bureau provides the METRO police information system, established and owned by the City, which allows numerous suburban, municipal and county agencies to tie into a common police database. The METRO system is one of the few regional police systems in the nation.

This bureau also provides technical support and maintenance for the City's network of personal computers; and is responsible for the installation, maintenance, and troubleshooting of servers, routers, switches, and firewalls for the City's wired and wireless Local Area Network (LAN) and Wide Area Network (WAN). Responsibilities extend to troubleshooting of computer software, hardware, peripherals, and related equipment.

Daily responsibilities include: monitoring, configuring, and troubleshooting server backups and restoring systems; monitoring virus activity through a central management console; implementing LAN and local printer services; moving, adding, deleting and upgrading software.

EXPENDITURE ANALYSIS DETAIL 2007 PROPOSED BUDGET

General Fund

0116 Information Technology

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	461,866	Director (Acting)	1	76,255
Salaries-BU	80,300	Network Administrator	1	66,429
Overtime	0	IBM/Mainframe Data Administrator	1	61,830
Fringe Benefits	187,825	Computer Programmer III	1	64,139
		Lead Programmer	1	69,142
TOTAL	729,991	Assistant Network Administrator	1	55,151
		System Programmer Trainee	0.60	39,667
OPERATING EXPENSES				
		LAN Services Assistant	1	29,253
Communications	7,200	Total Management	7.60	461,866
Professional Services	21,650			
Utilities	0			
Insurance	0	Computer Operator III	1	40,870
Rentals	0	Data Processing Assistant I	1	39,430
Maintenance & Repairs	195,700			
Contracted Services	550	Total Bargaining Unit	2	80,300
Supplies	104,350			
Minor Capital Equipment	0			
TOTAL	329,450	Overtime		0
		FICA		41,477
CAPITAL OUTLAY				
	147,822	Healthcare Benefits - Active		117,440
		Healthcare Benefits - Retirees		28,908
TOTAL APPROPRIATION	1,207,263	Total Fringe Benefits		187,825
		TOTAL	9.60	729,991

BUREAU OF HUMAN RESOURCES

The Bureau of Human Resources is responsible for recruiting, testing, screening, hiring and processing applicants for employment with the City of Harrisburg. The bureau also administers the City's medical, prescription drug, dental and vision benefits programs, life insurance, leave and pension benefits, and other voluntary benefits such as supplemental insurance and deferred compensation for every eligible employee. Additionally, the bureau maintains all personnel files and records all actions affecting an individual's employment status. The bureau processes the City's bi-weekly payroll, effects all salary adjustments and manages all mandatory and voluntary deductions. The bureau is responsible for compliance with all Federal, state and local laws governing hiring, benefits and payroll practices.

Responsibilities of the bureau are diverse. Bureau personnel work with the City's Affirmative Action Officer in recruitment, general policy implementation, and administration of specific City policies promulgated under the Family and Medical Leave Act and the Americans with Disabilities Act. In-house training on supervisory techniques for managers is made available on an individual basis, as well as in topic-generated forums. The bureau assists department directors and the Business Administrator in developing job descriptions for management and bargaining unit positions. The bureau monitors the automatic step progression for all bargaining unit employees within each classification, as well as the internal bid process for employment advancement at the City of Harrisburg. The bureau is also charged with the responsibility for effecting merit increases for management employees based on performance evaluations. Additionally, the bureau administers the civil service rules and regulations for the recruitment and promotional processes for all civil service positions.

EXPENDITURE ANALYSIS DETAIL 2007 PROPOSED BUDGET

General Fund

0117 Human Resources

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	196,067	Director	1	63,743
Salaries-BU	37,142	Personnel Officer II	1	52,806
Overtime	590	Personnel Assistant II	1	44,555
Fringe Benefits	79,798	Confidential Secretary	1	34,963
		Total Management	4	196,067
TOTAL	313,597			
OPERATING EXPENSES				
		Payroll Technician I	1	37,142
		Total Bargaining Unit	1	37,142
Communications	5,860			
Professional Services	13,175			
Utilities	0			
Insurance	0	Overtime		590
Rentals	0			
Maintenance & Repairs	1,035	FICA		17,885
Contracted Services	53,890	Healthcare Benefits - Active		61,913
Supplies	6,669	Healthcare Benefits - Retirees		0
Minor Capital Equipment	0			
		Total Fringe Benefits		79,798
TOTAL	80,629			
CAPITAL OUTLAY	0	TOTAL	5	313,597
TOTAL APPROPRIATION	394,226			

BUREAU OF OPERATIONS AND REVENUE
OFFICE OF THE DIRECTOR

The Director plans, organizes, and directs the activities of the Bureau of Operations and Revenue. This office is responsible for the preparation of the bureau's budget, compilation and analysis of statistical data relative to the collection, performance, and rate increases for utility billing and taxes. This office also handles citizens complaints related to mercantile taxes, utility billing and taxes, and water shutoff.

The Office of the Director provides assistance to bureaus throughout City government and other outside governmental entities with various projects. These projects include phone system administration, City-wide collection activities, statistical analyses, etc. In addition, this office maintains telephone equipment for the City Government Center Complex, as well as all off-site offices.

EXPENDITURE ANALYSIS DETAIL
2007 PROPOSED BUDGET

General Fund

0124 Office of the Director

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	63,534	Director	1	63,534
Salaries-BU	43,523			
Overtime	0	Total Management	1	63,534
Fringe Benefits	32,767			
TOTAL	139,824	Administrative Assistant/ Personal Computer Specialist III	1	43,523
OPERATING EXPENSES				
		Total Bargaining Unit	1	43,523
Communications	100			
Professional Services	0			
Utilities	0	Overtime		0
Insurance	0			
Rentals	0	FICA		8,190
Maintenance & Repairs	3,202	Healthcare Benefits - Active		24,577
Contracted Services	0	Healthcare Benefits - Retirees		0
Supplies	2,431			
Minor Capital Equipment	0	Total Fringe Benefits		32,767
TOTAL	5,733			
		TOTAL	2	139,824
CAPITAL OUTLAY	0			
TOTAL APPROPRIATION	145,557			

BUREAU OF OPERATIONS AND REVENUE
CREDIT COLLECTION UNIT

The Credit Collection Unit is responsible for collection activities of all delinquent utility accounts up to, and including, water shutoff. Customer Service Representatives provide billing information and establish payment schedules for property owners, both residential and commercial, who have fallen behind on their utility payments. In cases where a chronic delinquency exists, procedures for water service termination are initiated to motivate property owners to pay their utility bills in a timely manner. When these collection efforts fail, this unit also initiates legal action against the debtor.

EXPENDITURE ANALYSIS DETAIL
2007 PROPOSED BUDGET

General Fund

0126 Credit Collection

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	45,990	Operations Manager	1	45,990
Salaries-BU	287,720			
Overtime	0	Total Management	1	45,990
Fringe Benefits	154,301			
TOTAL	488,011	Cust. Serv. Rep./Account Spec. II	3	110,503
		Cust. Serv. Rep./Account Spec. I	2	74,288
OPERATING EXPENSES				
		Posting Specialist	1	36,056
Communications	13,120	Customer Serv. Representative I	1	34,904
Professional Services	12,500	Clerk II	1	31,969
Utilities	0	Total Bargaining Unit	8	287,720
Insurance	0			
Rentals	0			
Maintenance & Repairs	4,100	Overtime		0
Contracted Services	200			
Supplies	5,800	FICA		25,529
Minor Capital Equipment	1,690	Healthcare Benefits - Active		111,258
		Healthcare Benefits - Retirees		17,514
TOTAL	37,410	Total Fringe Benefits		154,301
CAPITAL OUTLAY	0			
		TOTAL	9	488,011
TOTAL APPROPRIATION	525,421			

BUREAU OF OPERATIONS AND REVENUE
TAX AND ENFORCEMENT UNIT

The Tax and Enforcement Unit bills and collects mercantile, business privilege, parking, and amusement taxes as well as various license fees for the City and the Harrisburg School District. This unit administers the dog licensing program and manages all activities associated with the City's burglar and fire alarm program. A civil collection program is in place to collect all delinquent taxes. An auditing program, implemented in 1992, allows this office to conduct thorough investigations to verify the taxable receipts of area businesses.

EXPENDITURE ANALYSIS DETAIL
2007 PROPOSED BUDGET

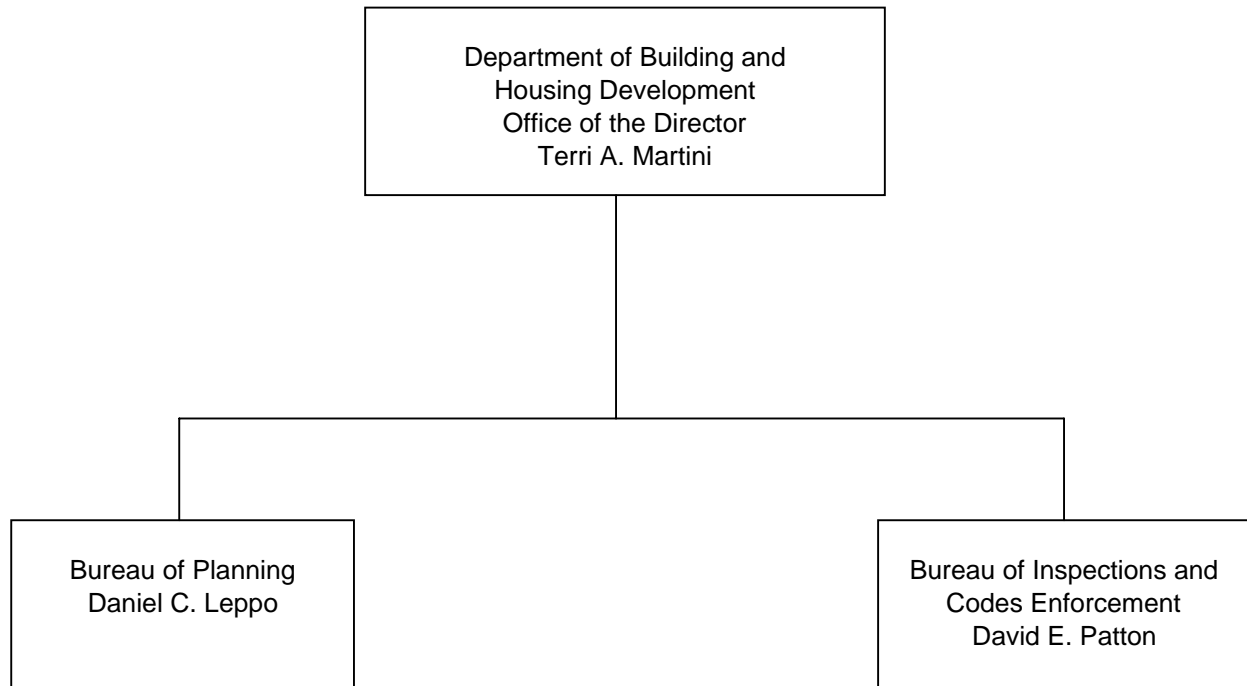
General Fund

0128 Tax and Enforcement

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	57,961	Tax & Enforcement Administrator	1	57,961
Salaries-BU	66,902			
Overtime	0	Total Management	1	57,961
Fringe Benefits	46,512			
TOTAL	171,375	Secretary II	1	33,874
		Clerk Typist/ Data Entry Operator	1	33,028
OPERATING EXPENSES				
		Total Bargaining Unit	2	66,902
Communications	13,200			
Professional Services	2,500			
Utilities	0	Overtime		0
Insurance	0			
Rentals	0	FICA		9,552
Maintenance & Repairs	2,200	Healthcare Benefits - Active		36,960
Contracted Services	750	Healthcare Benefits - Retirees		0
Supplies	2,650			
Minor Capital Equipment	0	Total Fringe Benefits		46,512
TOTAL	21,300	TOTAL	3	171,375
CAPITAL OUTLAY	0			
TOTAL APPROPRIATION	192,675			



DEPARTMENT OF BUILDING AND HOUSING DEVELOPMENT



EXPENDITURE ANALYSIS SUMMARY
2007 PROPOSED BUDGET

	2003 Actual	2004 Actual	2005 Actual	2006 Approved Budget	2006 Projected	2007 Proposed Budget
DEPARTMENT OF BUILDING & HOUSING DEVELOPMENT						
<u>0134 OFFICE OF THE DIRECTOR</u>						
Personnel Services	92,109	91,294	94,506	95,664	95,350	97,812
Operating Expenses	55	800	880	960	1,184	888
Capital Outlay	0	0	0	0	0	0
TOTALS	92,164	92,094	95,386	96,624	96,534	98,700
<u>0135 BUREAU OF PLANNING</u>						
Personnel Services	202,803	188,202	140,316	185,305	183,458	165,728
Operating Expenses	18,836	19,490	9,956	22,263	23,783	25,220
Capital Outlay	0	0	0	0	0	0
Grants	0	0	0	0	0	0
TOTALS	221,639	207,692	150,272	207,568	207,241	190,948
<u>0137 BUREAU OF INSPECTIONS AND CODES ENFORCEMENT</u>						
Personnel Services	802,718	847,749	814,864	853,670	803,490	707,017
Operating Expenses	42,422	40,321	60,751	71,250	75,900	67,350
Capital Outlay	0	0	0	0	0	0
Non-Expenditure Items	0	2,446	0	0	0	0
TOTALS	845,140	890,517	875,615	924,920	879,390	774,367
TOTAL DEPARTMENT OF BUILDING & HOUSING DEVELOPMENT						
Personnel Services	1,097,630	1,127,246	1,049,686	1,134,639	1,082,298	970,557
Operating Expenses	61,312	60,612	71,587	94,473	100,867	93,458
Capital Outlay	0	0	0	0	0	0
Grants	0	0	0	0	0	0
Non-Expenditure Items	0	2,446	0	0	0	0
TOTAL EXPENDITURES	1,158,943	1,190,303	1,121,273	1,229,112	1,183,165	1,064,015

OFFICE OF THE DIRECTOR

The Department of Building and Housing Development works to improve neighborhoods, promote business and residential development, maintain and upgrade the physical environment through code enforcement, and expand resources available for local projects.

The Director oversees the Bureaus of Planning, Codes, and Housing (see Special Revenue section), and directs the activities of the bureaus to facilitate timely approval and implementation of all new construction and major renovation projects. This ensures that the projects are designed according to the City's long-term development goals and that they incorporate elements of historic preservation, floodplain management, handicap accessibility, energy efficiency, safety and architectural integrity.

The Office of the Director represents the City on numerous boards for planning, transportation, housing, health, and employment. The Office conducts feasibility studies; develops specifications; conducts public bids or requests for proposals; and provides management oversight on such projects as the Market Place Townhomes, Broad Street Market, Police Athletic League (PAL) building, and Maclay Street Apartments.

The Office of the Director also coordinates the implementation of the City's Enterprise Community Strategic Plan, which involves the efforts of the Mayor's Office for Economic Development and Special Projects; the Bureau of Police; and dozens of community agencies, including the Harrisburg Housing Authority, the Community Action Commission, the Harrisburg School District, and many more participants.

The Department of Building and Housing Development has played an active role in the "Seeding" efforts of the Harrisburg Weed and Seed Program. Department staff have worked with the Assistance of Impact Delegation (AID) Team in the formulation of a plan for the revitalization efforts in South Allison Hill. Bureau of Housing staff currently acts as Chair of the Housing and Neighborhood Development (HAND) subcommittee and works with other committee members to facilitate implementation of the HAND portion of the revitalization plan. The Weed and Seed plan, prepared by the community, works in concert with the South Allison Hill Neighborhood Action Strategy with the assistance of the Bureau of Planning.

EXPENDITURE ANALYSIS DETAIL 2007 PROPOSED BUDGET				
General Fund			0134 Director	
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	79,464	Director	1	79,464
Overtime	0			
Fringe Benefits	18,348	Total Management	<u>1</u>	<u>79,464</u>
TOTAL	<u>97,812</u>			
		Overtime		<u>0</u>
OPERATING EXPENSES				
		FICA		6,079
Communications	0	Healthcare Benefits - Active		12,269
Professional Services	0	Healthcare Benefits - Retirees		0
Utilities	0			
Insurance	0	Total Fringe Benefits		<u>18,348</u>
Rentals	0			
Maintenance & Repairs	78			
Contracted Services	810	TOTAL	<u><u>1</u></u>	<u><u>97,812</u></u>
Supplies	0			
Minor Capital Equipment	0			
TOTAL	<u>888</u>			
CAPITAL OUTLAY	0			
TOTAL APPROPRIATION	<u>98,700</u>			

DEPARTMENT OF BUILDING AND HOUSING DEVELOPMENT

PROGRAM: Office of the Director/Bureau of Housing Development

OBJECTIVE: Develop strong neighborhoods through the preservation of the existing housing stock; the creation of homeownership opportunities; construction of new housing; and the promotion of the physical, economic, and social welfare of the residents.

2004 ACCOMPLISHMENTS:

Undertook numerous projects and programs initiated through a variety of funds to increase homeownership, achieve comprehensive case management and consolidated reporting, and maximize the use of limited resources. The performance indicators include the accomplishments of the Bureau of Housing Development. The Bureau awarded millions of dollars in contracts for residential property rehabilitation and management and supported the activities of private non-profit and for-profit developers. The Department of Building and Housing Development (DBHD) took an active role in the "Seeding" efforts of the Harrisburg Weed and Seed Program, working with the Assistance for Impact Delegation (AID) Team on a revitalization plan in South Allison Hill. Bureau staff chaired the Housing and Neighborhood Development (HAND) subcommittee to facilitate the implementation of the HAND portion of the revitalization plan.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	FY2002	FY2003	FY2004	FY2005	FY2006
<u>Number of:</u>					
Acquisition of vacant properties	74	55	225 ^a	52	45
Rehabilitation of vacant single family dwellings	5	16	17	15	15
Rehabilitation of low income owner-occupied homes	25	30	42	33	35
Rehabilitation of vacant rental units	42	6	50	132 ^b	40
Construction of new rental units	0	0	0	40	8
Construction of new owner-occupied homes	40	21	35	33	100
Sales of single family owner-occupied homes	39	18	32	26	85
Lead Hazard Reduction	35	30	41	55	55
Homeownership Impact Loans	2	5	6	2	5
Facade Improvement Grants	12	5	4	4	0
Disposition of vacant lots	118	107	34	157 ^c	130
Adopt-A-Blocks adopted	190	227	237	240	240
Public improvement projects	8	0	0	1	1
Community facility projects	5	4	5	4	4
Grants to agencies providing homeless shelters/services	3	3	3	4	3

Notes:

a Took control of repository properties located in strategic development areas.

b Increase is due to a large scale rehabilitation project undertaken in 2005. No projects of that magnitude are anticipated for 2006.

c A large number of vacant lots were assembled over 2004 and 2005 for a development project, but not disposed of until 2005.

BUREAU OF PLANNING

The Bureau of Planning is responsible for Harrisburg's long-range land use, physical growth management, urban design, and environmental planning. This responsibility is carried out through the development and implementation of a City-wide comprehensive plan, zoning ordinance amendments, regional and neighborhood planning, project-specific development review, distribution of planning information, and management of a computer-based Geographic Information System (GIS). The Bureau staffs the Harrisburg Planning Commission (HPC), the Harrisburg Architectural Review Board (HARB), and the Zoning Hearing Board (ZHB); providing recommendations to the Mayor and City Council regarding City plans and proposed development plans, promoting urban design, and the preservation of buildings and districts of historical significance.

A new comprehensive plan establishing a vision for future growth and development of the City will be finalized next year. It will serve as a guide to the public policy-makers on development proposals. The Land Use Plan consists of recommendations regarding development in the City. A completely re-written Zoning Code promotes the Land Use Plan recommendations and streamlines the permitting process in a user-friendly format, promoting measures to revitalize residential neighborhoods and encourage commercial and industrial development. The Bureau continues cooperative efforts with neighborhoods to implement Neighborhood Action Strategies and Urban Renewal Plans.

Accessibility guidelines were completed in concert with the Center for Independent Living to better ensure the ability of all persons to access existing sites and increase trade. Completion of Urban Design Guidelines, establishing standards for the settings and layouts of buildings and streetscapes throughout the City, is expected next year as are Historic District Guidelines to better accclimate property owners, contractors and designers with historic standards set for the City.

The Planning Bureau also continues with dissemination of public information, from Census 2000 to local program information. The City's GIS, a computer-based mapping and database program, is capable of producing site-specific, computer-generated maps showing a wide variety of spatial data used for site development, land use analysis, and a host of other uses. Several other bureaus are being assisted with the GIS capabilities.

EXPENDITURE ANALYSIS DETAIL				
2007 PROPOSED BUDGET				
General Fund			0135 Planning	
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	125,385	Deputy Director for Planning	1	63,652
Salaries - Part-time	0	Current Planner	0.34	13,979
Overtime	0	Urban Planner I	1	47,754
Fringe Benefits	40,343			
		Total Management	2.34	125,385
TOTAL	165,728			
OPERATING EXPENSES				
Communications	8,325	Total Part-Time	0	0
Professional Services	4,900			
Utilities	0			
Insurance	0	Overtime		0
Rentals	0			
Maintenance & Repairs	1,325	FICA		9,591
Contracted Services	4,125	Healthcare Benefits - Active		30,752
Supplies	5,545	Healthcare Benefits - Retirees		0
Minor Capital Equipment	1,000			
		Total Fringe Benefits		40,343
TOTAL	25,220			
CAPITAL OUTLAY	0	TOTAL	2.34	165,728
TOTAL APPROPRIATION	190,948			

DEPARTMENT OF BUILDING AND HOUSING DEVELOPMENT

PROGRAM: Bureau of Planning

OBJECTIVE: To promote orderly future growth and development of the City through long-range comprehensive planning; to promote and facilitate physical development plans; to preserve and enhance districts of historic and architectural significance; to collect, analyze, and distribute timely information on planning and community development issues; and to update the City's Geographic Information System (GIS).

2004 ACCOMPLISHMENTS:

Provided recommendations to the Mayor, City Council, the Zoning Hearing Board, and the Harrisburg Planning Commission regarding city plans and development policies. Provided recommendations to City Council and the Harrisburg Architectural Review Board regarding proposals in the historic districts. The South Allison Hill and Uptown Neighborhood Action Strategies are being implemented, including work on three Urban Renewal Plans. Developed Accessibility Guidelines to help increase knowledge and techniques for businesses to better open themselves for additional trade. Commenced work on Historic District Guidelines. Coordination work continued with adjoining municipalities on the Walnut Street Corridor. The Bureau continued to prepare numerous reports, plans, and publications.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2002</u>	<u>FY2002</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
Harrisburg Planning Commission (HPC) meetings	12	12	11	11	12
<u>Applications reviewed and processed at these meetings:</u>					
Blight Certificates	31	63 ^a	34	31	33
Conditional Use	1	2	0	0	0
Planned Residential Development	0	0	0	1	0
Special Exceptions/Variances	24	16	15	30	20
Street Vacations/Easements	6	4	0	4	2
Subdivisions	3	5	4	6	5
Land Development Plans	14	13	17	20	19
Zoning Ordinance/Map Changes	0	0	3	7	1
New Zoning Ordinance	1	0	0	0	1
New Land Use Plan	1	0	0	0	1
Urban Renewal Plans	0	3	0	0	3
Zoning Hearing Board Appeals	1	3	0	0	2
Harrisburg Architectural Review Board (HARB) meetings	12	9	12	10	12
<u>Applications reviewed and processed at HARB meetings:</u>					
Repair or renovation	31	45	37	36	40
New construction/addition(s)	5	7	4	5	5
Demolition	5	10	4	3	3
Signs	12	4	11	12	12
Fences	5	5	15	10	12
Monuments/Historic Markers	1	0	0	0	0
Parking Lots/Structures	6	1	3	1	1
Administrative Historic District/ACOD Reviews	115/4	88/5	93/4	70/4	85/4
Environmental reviews - Programs	9	10	10	10	10
Environmental reviews - Projects/Total # Structures	5/190	5/194	5/191	5/193	5/195

Notes:

^a An increase in the number of properties acquired was due to lack of landlord ownership, poor environmental and economic conditions, resulting in a significant increase in the number of blight certifications issued.

BUREAU OF INSPECTIONS AND CODES ENFORCEMENT

The Bureau of Inspections and Codes Enforcement is responsible for the enforcement of electrical standards, building construction, plumbing, health and sanitation and property maintenance codes for residential and commercial structures.

The Bureau processes all permits relating to building construction, electrical and plumbing work, and zoning enforcement relating to violations of the City's zoning code and Municipal Planning Code provisions. The Bureau also issues licenses for electricians, plumbers, food establishments, and rooming houses. The building, electrical, and plumbing inspectors perform progressive inspections on new construction, rehabilitation, and alteration projects.

The Building Inspector, through the Deputy Director for Codes, enforces the building codes on all construction activity for new construction and rehabilitation work on all commercial and residential structures. The Building Inspector also ensures compliance with federal guidelines by regulating development in floodplains. The Codes Enforcement Officers inspect for code violations in existing structures and vacant lots, including but not limited to, high grass and weeds, sanitation, plumbing, heating, electrical, vector problems and structural violations.

The Bureau inspects properties for sale under the buyer notification ordinance to make buyers aware of any deficiencies and inspects rental properties to enforce the quality of life standards for City residents who rent.

The Bureau enforces all state and local health code provisions relating to food establishments and lead based paint hazards in residential structures. The Bureau also issues health licenses for all food service establishments.

The Bureau also promotes community interaction programs, which provide citizen involvement in codes related procedures.

EXPENDITURE ANALYSIS DETAIL 2007 PROPOSED BUDGET

General Fund

0137 Inspections and Codes Enforcement

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	125,574	Deputy Director for Codes	1	63,784
Salaries-BU	381,301	Asst. Codes Administrator	1	61,790
Salaries - Part-Time	0			
Overtime	1,001	Total Management	2	125,574
Fringe Benefits	199,141			
TOTAL	707,017	Codes Enforcement Off. IV	3	123,133
		Codes Enforcement Off. III	2	79,414
OPERATING EXPENSES				
		Plumbing Inspector I	1	38,402
Communications	25,000	Codes Enforcement Off. I	1	37,144
Professional Services	32,300	Administrative Assistant II	1	36,156
Utilities	0	Secretary II	1	34,024
Insurance	0	Clerk Typist/Data Entry Operator	1	33,028
Rentals	0	Total Bargaining Unit	10	381,301
Maintenance & Repairs	700			
Contracted Services	5,000			
Supplies	4,350			
Minor Capital Equipment	0	Total Part-Time	0	0
TOTAL	67,350			
CAPITAL OUTLAY				
	0	Overtime		1,001
TOTAL APPROPRIATION				
	774,367	FICA		38,853
		Healthcare Benefits - Active		157,654
		Healthcare Benefits - Retirees		2,634
		Total Fringe Benefits		199,141
		TOTAL	12	707,017

DEPARTMENT OF BUILDING AND HOUSING DEVELOPMENT

PROGRAM: Bureau of Inspections and Codes Enforcement

OBJECTIVE: To create safer neighborhoods through aggressive codes enforcement on irresponsible and nonresponsive property owners and to foster programs that allow citizen participation in creating change and improvements in their neighborhoods and community.

2004 ACCOMPLISHMENTS:

A continuation of the in-house demolition program has resulted in creating more positive aesthetics in many of our City's neighborhoods. It has also served as a catalyst for development and overall neighborhood improvement. Active promotion of neighborhood involvement in legal proceedings has also increased awareness at the District Justice and County levels and has proved valuable in achieving an increase in the Bureau's conviction rate of property maintenance code violators. Neighborhood involvement has also resulted in an increase in efficiency at addressing citizen complaints.

MEASURES/INDICATORS:

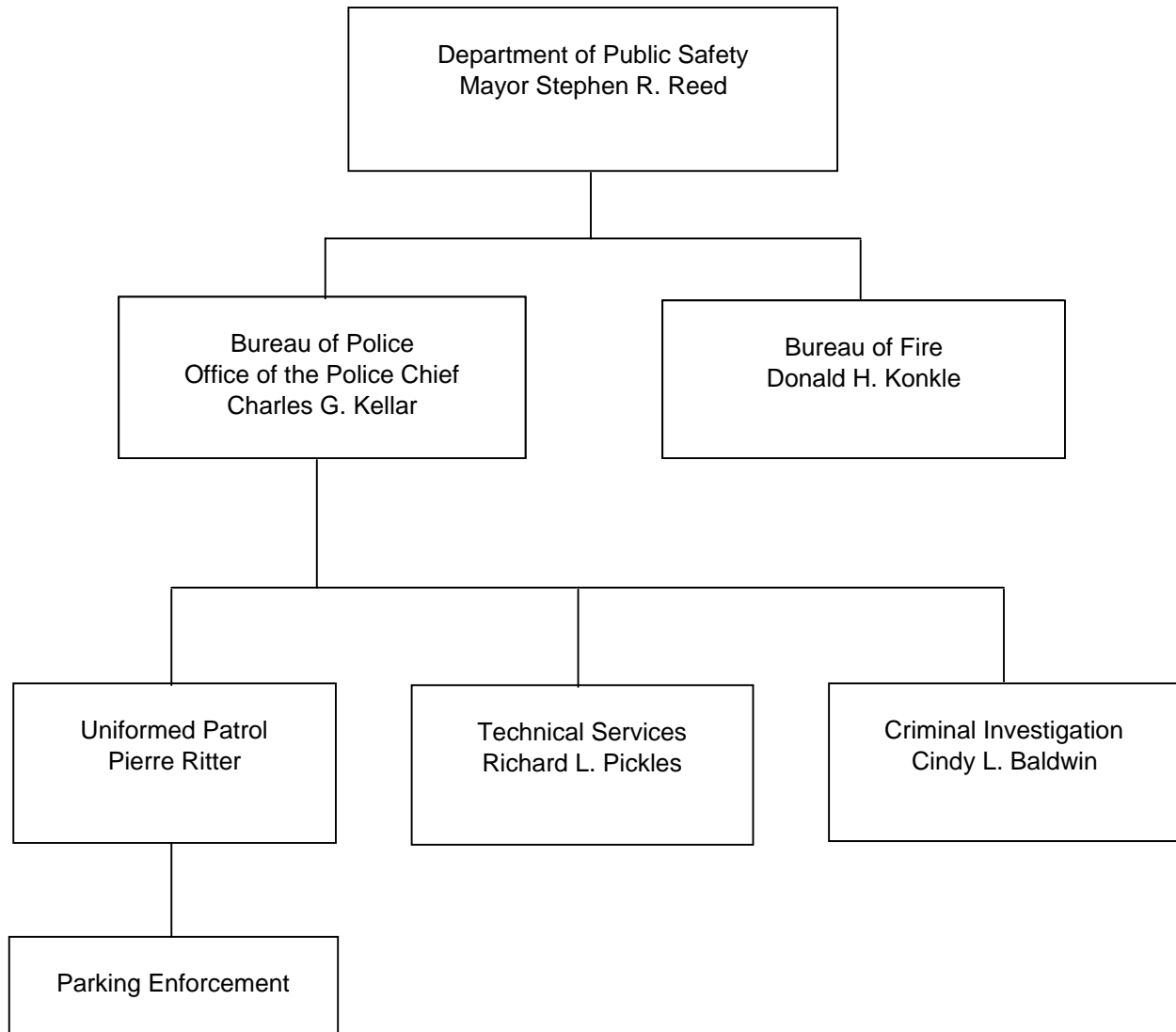
	ACTUALS			EST.	PROJ.
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
<u>Number of:</u>					
Housing inspections performed ^a	4,269	4,262	2,853	2,850	2,840
Abatement of lead based paint hazards ^b	42	9	23	20	20
Vacant or abandoned buildings cleaned and sealed ^c	12	42	74	155	60
Exterior area lot clean-up projects ^c	8	13	94	125	50
Citations filed	1,063	1,312	1,218	85	25
Buyer Notification Inspections (units) ^d	1,747	1,868	2,389	3,225	525
Plan reviews of architectural/engineering drawings to ensure compliance	125	220	360	651	525
Field inspections conducted to ensure work is in compliance with approved blue prints	4,229	3,650	4,093	3,450	3,650
Building condemnation orders issued	193	185	144	140	145
Floodplain construction sites inspected	4	7	5	8	7
New commercial buildings completed or under construction	6	5	11	6	4
New residential units completed or under construction	26	40	49	8	23 ^d
Alterations/additions valued at over \$500,000	19	13	26	12	20
Residential/Commercial rental units inspected ^d	1,289	1,192	1,927	1,725	2,500
<u>Number of permits issued for improvements of buildings or structures:</u>					
Building Permits:					
New construction	32	45	61	13	22 ^d
Alterations/additions	1,481	1,660	1,760	1,450	1,650
Electrical	1,265	1,368	1,279	1,150	1,175
Plumbing	395	350	381	325	375
Fire Prevention Code	356	350	415	420	450
Zoning	1,707	1,876	2,009	1,600	1,625
Rooming House	34	32	28	28	28
Demolition	46	86	90	90	90
Total permits issued	<u>5,316</u>	<u>5,767</u>	<u>6,023</u>	<u>5,076</u>	<u>5,415</u>

Notes:

- a Terminology change. Category indicates Citywide responses to property maintenance complaints.
- b Terminology change to denote identification/reduction of lead hazards. Numbers have increased due to Lead Based Paint Training for Codes Staff and Health Officer and Bureau of Housing grants to implement hazard reduction plans.
- c Increase in activity due to reassignment of Incinerator personnel to the Bureau of Codes to perform mitigation duties with a decrease in 2006 due to Incinerator personnel rotating back to the Incinerator.
- d Increase in inspections due to the consolidated inspections of residential and commercial properties and partial elimination of the Buyers Notification inspection program.



DEPARTMENT OF PUBLIC SAFETY



EXPENDITURE ANALYSIS SUMMARY
2007 PROPOSED BUDGET

	2003 Actual	2004 Actual	2005 Actual	2006 Approved Budget	2006 Projected	2007 Proposed Budget
PUBLIC SAFETY						
<u>0141-0146 BUREAU OF POLICE</u>						
Personnel Services	15,140,461	15,784,825	17,579,762	17,781,107	18,659,741	18,478,201
Operating Expenses	562,073	688,181	699,975	972,066	975,000	1,184,371
Capital Outlay	26,250	(33,753)	0	0	231	0
Grants	104,753	170,699	598,442	327,563	327,563	161,500
Miscellaneous	(39,736)	381	0	0	25,390	45,000
TOTALS	<u>15,793,801</u>	<u>16,610,333</u>	<u>18,878,179</u>	<u>19,080,736</u>	<u>19,987,924</u>	<u>19,869,072</u>
<u>0151 BUREAU OF FIRE</u>						
Personnel Services	7,792,686	8,141,406	9,557,804	8,168,000	10,014,827	9,050,314
Operating Expenses	509,101	452,905	501,393	429,143	462,018	476,100
Capital Outlay	274,242	198,837	118,005	108,005	108,005	76,415
Miscellaneous	0	0	0	0	0	0
TOTALS	<u>8,576,030</u>	<u>8,793,148</u>	<u>10,177,201</u>	<u>8,705,148</u>	<u>10,584,850</u>	<u>9,602,829</u>
TOTAL PUBLIC SAFETY						
Personnel Services	22,933,147	23,926,231	27,137,566	25,949,107	28,674,568	27,528,515
Operating Expenses	1,071,174	1,141,086	1,201,368	1,401,209	1,437,018	1,660,471
Capital Outlay	300,492	165,084	118,005	108,005	108,236	76,415
Grants	104,753	170,699	598,442	327,563	327,563	161,500
Miscellaneous	(39,736)	381	0	0	25,390	45,000
TOTAL EXPENDITURES	<u><u>24,369,831</u></u>	<u><u>25,403,481</u></u>	<u><u>29,055,380</u></u>	<u><u>27,785,884</u></u>	<u><u>30,572,774</u></u>	<u><u>29,471,901</u></u>

BUREAU OF POLICE
PARKING ENFORCEMENT UNIT

The Parking Enforcement Unit is responsible for enforcing the parking ordinances of the City of Harrisburg and the parking statutes of the Commonwealth of Pennsylvania. This unit reports directly to the Uniformed Patrol Commander and it consists of civilian personnel.

EXPENDITURE ANALYSIS DETAIL 2007 PROPOSED BUDGET				
General Fund		0141 Parking Enforcement		
Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
Salaries-Mgmt	0	Administrative Assistant I	1	37,192
Salaries-BU	442,026	Clerk Typist/Data Entry Operator	1	34,881
Overtime	0	Parking Enforcement Officer II	7	238,165
Fringe Benefits	194,790	Parking Enforcement Officer I	4	131,788
TOTAL	636,816	Total Bargaining Unit	13	442,026
OPERATING EXPENSES		Overtime		0
Communications				
Professional Services				
Utilities		FICA		33,811
Insurance		Healthcare Benefits - Active		160,979
Rentals				
Maintenance & Repairs		Total Fringe Benefits		194,790
Contracted Services				
Supplies				
Minor Capital Equipment		TOTAL	13	636,816
TOTAL	0			
CAPITAL OUTLAY	0			
TOTAL APPROPRIATION	636,816			

DEPARTMENT OF PUBLIC SAFETY

PROGRAM: Uniformed Patrol - Parking Enforcement Unit

OBJECTIVE: To efficiently enforce the parking ordinances of the City of Harrisburg and the parking statutes of the Commonwealth.

2004 ACCOMPLISHMENTS:

Although the number of metered parking spaces were reduced due to heightened security measures around government buildings, efforts continued to meet administrative goals.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	FY2002	FY2003	FY2004	FY2005	FY2006
Parking tickets issued	82,338	86,136	85,543	84,672	85,450
Vehicles booted	354	370	546 ^a	423 ^a	350
Total parking ticket revenue ^d	\$ 875,057	\$ 1,090,953	\$ 1,075,043	\$ 1,013,684	\$ 1,059,893
Total boot revenue ^d	\$ 28,395	\$ 13,311	\$ 27,425	\$ 20,733	\$ 20,811
Boot fees ^d	\$ 9,030	\$ 17,910	\$ 12,915	\$ 9,940 ^b	\$ 12,250 ^b
Bagged meters ^d	\$ 126,097	\$ 115,061	\$ 200,376	\$ 155,120 ^c	\$ 75,000 ^c
Residential permits ^d	\$ 20,495	\$ 19,811	\$ 19,398	\$ 19,901	\$ 19,703

Note:

a The increase is due to the assistance of three employee temporarily transferred from the Incinerator.

b Boot fees are expected to be less due to a decrease in employee compliment.

c Due to increased construction in the downtown area, collections have decreased.

d Revenues differ from General Fund Revenue due to a timing difference between the time of deposit by Treasury and the entering of data into the City's accounting system.

BUREAU OF POLICE
OFFICE OF THE POLICE CHIEF

The commanding officer of the Bureau is the Chief of Police. This office is responsible for the management of available resources to ensure that the Bureau's goals and objectives are achieved. The Chief's office is responsible for the direct supervision of the Internal Affairs Unit, Crime Prevention Unit, Community Relations Unit, the Accreditation Manager, and the Financial Development Officer. The Chief also manages and directs three primary divisions within the Bureau, each commanded by a Captain. These divisions consist of Uniformed Patrol, Technical Services, and Criminal Investigation.

The Harrisburg Bureau of Police is a nationally and state accredited agency. The Bureau attained this prestigious status in 1989 nationally and in 2003 from the Commonwealth after intense on-site assessments conducted by the Commission on Accreditation for Law Enforcement Agencies. With over 21,000 law enforcement agencies in the country, just over 600 have achieved the national recognition and only 5 have achieved dual accreditation. In 1994, 1999, 2002 and again in 2005, the Bureau was reaccredited nationally following on-site assessments.

The Bureau of Police consists of approximately 212 sworn and civilian personnel. All of these individuals contribute to the successful operation of the Harrisburg Bureau of Police.

EXPENDITURE ANALYSIS DETAIL 2007 PROPOSED BUDGET				
General Fund			0142 Office of the Police Chief	
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	238,279	Police Chief	1	93,080
Salaries-BU	231,918	Community Policing Coordinator	1	50,000
Overtime	10,304	Financial Development Officer	1	50,000
Fringe Benefits	1,731,000	Confidential Secretary	1	45,199
Miscellaneous	1,342,953			
		Total Management	4	238,279
TOTAL	3,554,454			
		Detective	2	120,367
OPERATING EXPENSES		Police Officer	2	111,551
Communications	210,500			
Professional Services	127,213	Total Bargaining Unit	4	231,918
Utilities	23,605			
Insurance	300,700			
Rentals	16,000	Overtime		10,304
Maintenance & Repairs	135,195			
Contracted Services	208,253	FICA		16,773
Supplies	162,905	Healthcare Benefits - Active		97,817
Minor Capital Equipment	0	Healthcare Benefits - Retirees		1,616,410
TOTAL	1,184,371	Total Fringe Benefits		1,731,000
CAPITAL OUTLAY	0			
		Sick Leave Buy-Back		2,500
GRANTS (MATCHING SHARE)	161,500	Severance Pay		100,000
		Uniform Allowance		158,850
MISCELLANEOUS	45,000	College Credits		8,800
		Workers' Compensation		549,000
		Police Pension Plan		523,803
TOTAL APPROPRIATION	4,945,325	Total Miscellaneous		1,342,953
		TOTAL	8	3,554,454

DEPARTMENT OF PUBLIC SAFETY

PROGRAM: Office of the Police Chief

OBJECTIVE: To oversee the overall operations of the Bureau of Police, prevent crime, and maintain order.

2004 ACCOMPLISHMENTS:

Continued the assignment of the Domestic Violence Unit to all related incidents. This continued to assure consistent prosecution.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
Homicides	12	9	12	11	10
Rapes	47	24	52	41	39
Robberies	346	267	369	327	321
Assaults	290	256	244	263	254
Burglaries	586	481	483	516	493
Thefts	1,535	1,635	1,431	1,533	1,533
Auto thefts	116	137	110	121	122
Arsons	37	26	25	29	27
Clearance rate	51.50%	52.50%	48.70%	50.90%	50.70%

PROGRAM: Office of the Police Chief - Internal Affairs Unit

OBJECTIVE: To investigate complaints against police officers and other alleged misconduct involving police officers and other City government employees, as well as to protect the integrity of the Police Bureau.

2004 ACCOMPLISHMENTS

The Unit evaluated practices, procedures, and activities of the Police Bureau's personnel to ensure objectives were being met.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
Complaints investigated	19	11	14	15	13
Complaints founded	9	2	1	4	2
Cases unfounded/not sustained/ exonerated	10	9	13	11	10

PROGRAM: Office of the Police Chief - Crime Prevention/Community Relations Unit

OBJECTIVE: To develop and implement various crime prevention programs and activities that have an impact on crime reduction through education, training, and community activities.

2004 ACCOMPLISHMENTS:

Community Crime Watch groups continued to be a source of intelligence information for the police. These groups contributed to the reduction of crime in their respective neighborhoods and positively enhanced police/community relations.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
Active programs	36	33	35	34	34
Programs for adults	22	18	20	20	19
Programs for juveniles	12	10	10	11	10
Programs for family	2	2	2	2	2
Programs for school	4	3	3	3	3
Property Protection (Seminars/Lectures)	15	10	10	12	11
Personal Protection (Seminars/Lectures)	15	10	10	12	11
Community Functions/Crime Watch	45	60	80	62	67
Security Surveys	1	4	10	5	6

BUREAU OF POLICE
UNIFORMED PATROL DIVISION

The largest division of the Bureau is the Uniformed Patrol Division, which is commanded by the Bureau's Uniformed Patrol Commander. This division consists of three platoons, a Special Services Unit, Power Shift Unit, Abandoned Vehicle Unit, and School Resource Officer Unit. These uniformed officers respond directly to the public's calls for service and are on the "front line" of law enforcement every day.

The Uniformed Patrol Commander supervises the Bureau's Animal Control Unit, which consists of civilian personnel. The Animal Control Unit responds directly to calls regarding animal and nature complaints, investigates allegations of cruelty and poor sanitary conditions, and verifies proper licensing and vaccinations. This Officer follows guidelines set forth in City ordinances and State of Pennsylvania Dog Laws.

The Commander of the Uniformed Patrol Division also oversees the Parking Enforcement Unit.

EXPENDITURE ANALYSIS DETAIL 2007 PROPOSED BUDGET				
General Fund		0144 Uniformed Patrol		
Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
Salaries-Mgmt	84,628	Captain	1	84,628
Salaries-BU	6,389,678			
Overtime	711,840	Total Management	1	84,628
Fringe Benefits	1,488,692			
TOTAL	8,674,838	Lieutenant	3	201,735
		Sergeant	8	511,777
		Corporal	9	541,921
OPERATING EXPENSES		Police Officer	92	5,095,878
		Dog Law Enforcement Officer II	1	38,367
Communications		Total Bargaining Unit	113	6,389,678
Professional Services				
Utilities				
Insurance				
Rentals				
Maintenance & Repairs		Overtime		711,840
Contracted Services				
Supplies		FICA		92,398
Minor Capital Equipment		Healthcare Benefits - Active		1,396,294
TOTAL	0	Total Fringe Benefits		1,488,692
CAPITAL OUTLAY	0	TOTAL	114	8,674,838
TOTAL APPROPRIATION	8,674,838			

DEPARTMENT OF PUBLIC SAFETY

PROGRAM: Uniformed Patrol - (Platoons, K-9, and Mounted Units)

OBJECTIVE: To respond to calls for service, perform initial investigations, enforce traffic laws, assist citizens, and maintain a high degree of visibility through patrolling tactics.

2004 ACCOMPLISHMENTS:

The number of traffic citations increased dramatically.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
Uniformed response to calls for service	49,246	50,034	48,816	49,365	49,405
Part I arrests	2,252	2,146	1,926	2,108	2,060
Part II arrests	4,244	5,104	4,679	4,675	4,819
Traffic citations issued	9,150	11,187	15,084	11,807	12,693
Non-traffic citations issued	3,206	5,566	5,792	4,855	5,404
Warrants issued	4,337	4,769	4,687	4,597	4,684
Uncommitted patrol time (hours)	8,991	11,192	10,816	10,333	10,780

PROGRAM: Uniformed Patrol - Traffic Safety Unit

OBJECTIVE: To promote traffic safety through education and enforcement, increase use of seat belts throughout the city, strict DUI enforcement, as well as accurate and detailed accident reporting.

2004 ACCOMPLISHMENTS:

Participated in the "Buckle-up PA" seatbelt enforcement and education program which concentrated on seatbelt compliance to reduce injuries.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
Injury accidents	225	363	295	294	317
Accident investigations	878	857	856	864	859
Citations issued	4,376	4,991	7,238	5,535	5,921
Police vehicular accidents	30	38	43	37	39
Preventable accidents	8	12	20	13	15

PROGRAM: Uniformed Patrol - Community Policing Unit (Power Shift)

OBJECTIVE: To reduce crime by working with Dauphin County Probation and Parole in a proactive unit. To include the return of State Parole Officers to regular duties with the Power Shift Unit and concentrate on wanted state parole offenders and clients of the Dauphin Count Intensive Drug Supervision Unit.

2004 ACCOMPLISHMENTS:

The Unit successfully integrated working with Dauphin County Probation and Parole in the Community Policing Unit, as well as with the Police Bureau's "WEED AND SEED" Program.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
Bar check operations	4	23	78	35	45
House visits to check on individuals on probation/parole	2,454	2,957	2,673	2,695	2,775
Noise Ordinance violations	149	86	10 ^a	81	59
Multi-agency operations	8	20	48	25	62

Note:

a Noise Ordinance violations have decreased due to a shift in the focus of the Power Shift Unit to Probation and Parole violators and Weed and Seed violators.

BUREAU OF POLICE
TECHNICAL SERVICES DIVISION

The Technical Services Division is comprised of units which serve a variety of functions. The Bureau's Training, Property Management, Warrant/Process Service, Court Liaison/Special Events Officer, Report Writer, Communications and Records Center personnel are assigned to this division.

EXPENDITURE ANALYSIS DETAIL 2007 PROPOSED BUDGET				
General Fund		0145 Technical Services		
Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
Salaries-Mgmt	312,879	Captain	1	81,363
Salaries-BU	1,260,519	Technical Service Administrator	1	51,654
Salaries-Part Time	76,376	Training/Qual. Assur. Supervisor	1	48,162
Overtime	438,656	Communications Supervisor	3	131,700
Fringe Benefits	570,677			
		Total Management	6	312,879
TOTAL	2,659,107			
OPERATING EXPENSES		Lieutenant	1	67,245
		Police Officer	6	348,534
Communications		Telecommunicator IV	5	194,261
Professional Services		Record Center Operator IV	3	114,951
Utilities		Telecommunicator III	2	74,184
Insurance		Record Center Operator II	1	37,092
Rentals		Telecommunicator II	5	180,060
Maintenance & Repairs		Telecommunicator I	7	244,192
Contracted Services				
Supplies		Total Bargaining Unit	30	1,260,519
Minor Capital Equipment				
TOTAL	0	Communication Supervisor	4	76,376
CAPITAL OUTLAY	0	Total Part Time	4	76,376
TOTAL APPROPRIATION	2,659,107	Overtime		438,656
		FICA		126,922
		Healthcare Benefits - Active		443,755
		Total Fringe Benefits		570,677
		TOTAL	40	2,659,107

DEPARTMENT OF PUBLIC SAFETY

PROGRAM: Technical Services Division - Training Unit

OBJECTIVE: To promote employee effectiveness through proper and efficient training protocols designed to best equip the sworn employee with adequate skill, knowledge, and abilities.

2004 ACCOMPLISHMENTS:

Training protocols were revised to include additional mandatory in-house training endeavors. This significantly increased the number of training hours for all officers at no overtime costs to the Bureau.

MEASURES/INDICATORS:	ACTUALS			EST. FY2005	PROJ. FY2006
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>		
Duty hours spent in mandatory training protocols	4,080	4,462	3,280	3,300	3,320
Field Training Officers (man-hours)	5,160	0 ^a	400	5,600	2,800

a No new recruits were hired in 2003.

PROGRAM: Technical Service Division - Abandoned Vehicle Unit

OBJECTIVE: To locate and remove abandoned vehicles from City streets and private areas.

2004 ACCOMPLISHMENTS:

The unit removed 1,138 abandoned vehicles from City streets and private property.

MEASURES/INDICATORS:	ACTUALS			EST. FY2005	PROJ. FY2006
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>		
Vehicle tags issued	1,407	1,371	1,499	1,425	1,431
Vehicles removed from street	413	366	342	375	360
Vehicles removed from private property	981	247	796	674	572
Citations issued	680	727	810	739	758

PROGRAM: Technical Service Division - Communication Center

OBJECTIVE: To provide efficient and prioritized response to all calls for services.

2004 ACCOMPLISHMENTS:

Continue to abide by Pennsylvania Emergency Management Association Standards in all facets of communication and increase the level of quality control.

MEASURES/INDICATORS:	ACTUALS			EST. FY2005	PROJ. FY2006
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>		
Telephone transactions:	415,104	416,591	370,504	400,733	395,942
false alarms (fire, burglar)	2,692	2,176	2,918	2,595	2,563
calls for service	49,246	50,034	48,894	49,391	49,386
directed activity	50,817	44,772	43,973	46,520	45,088
administrative duties	74,875	80,779	76,025	77,226	78,010
Computer Aided Dispatch (CAD) Incidents	184,858	186,777	179,077	183,570	183,141

PROGRAM: Technical Services Division - Court Liaison Officer

OBJECTIVE: Provide for economy of operation in the scheduling of police officers for Dauphin County Court.

2004 ACCOMPLISHMENTS:

Cleared officers subpoenaed for court, resulting in a significant savings in overtime costs.

MEASURES/INDICATORS:	ACTUALS			EST. FY2005	PROJ. FY2006
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>		
Officers subpoenas	8,905	9,242	8,442	8,863	8,849
Officers cleared from court	7,431	7,762	5,919	7,037	6,906

DEPARTMENT OF PUBLIC SAFETY

PROGRAM: Technical Services Division - Record Center

OBJECTIVE: To process and manage the distribution and receipt of police information.

2004 ACCOMPLISHMENTS:

The Digital Photo System and computerized record-keeping continued to be extremely beneficial to internal and external law enforcement assistance.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
Data entry transactions	31,851,784	32,957,498	32,573,833	32,461,038	32,664,123
Documents microfilmed ^a	14,000	0	0	0	0

Note:

a Digital Imaging was installed as a replacement to microfilming.

PROGRAM: Technical Services Division - Resource Management Unit

OBJECTIVE: To perform crime analysis, plan and revise General Orders, prepare Special Orders and various operations manuals, and monitor all Accreditation protocols.

2004 ACCOMPLISHMENTS:

Updated General Orders and manuals that assisted the Bureau in the reaccreditations process.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
Reports compiled and disseminated to Unit Supervisors	58	60	52	56	56
General Orders, Special Orders, and manuals that were changed	37	25	10	24	19

PROGRAM: Technical Services Division - Warrant Process Service Unit

OBJECTIVE: To locate and arrest individuals named on arrest warrants and to attend hearings in place of the arresting officers, saving the City overtime costs.

2004 ACCOMPLISHMENTS:

The Unit saved the City \$179,843 in overtime costs for preliminary hearings.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
Arrest warrants served	87	21	96	68	61
Subpoenas served	14,059	16,530	14,755	15,114	15,466
Prisoner transports	88	90	81	86	85
Hearings attended	514	448	598	520	522
Overtime dollars saved	\$ 174,194	\$ 215,507	\$ 179,843	\$ 189,844	\$ 195,066

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BUREAU OF POLICE
CRIMINAL INVESTIGATIONS DIVISION

The Criminal Investigations Division investigates adult and juvenile crimes referred by the Uniformed Patrol Division. The Division is broken down into the Adult Offender, Juvenile Offender, Organized Crime and Vice Control, Special Operations, Forensic, Auto Theft, Habitual Offender, Domestic Violence, and Arson Units. The primary goal of this division is to resolve crime through thorough investigation.

EXPENDITURE ANALYSIS DETAIL 2007 PROPOSED BUDGET				
General Fund		0146 Criminal Investigations		
Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
Salaries-Mgmt	81,034	Captain	1	81,034
Salaries-BU	2,097,993			
Overtime	284,000	Total Management	1	81,034
Fringe Benefits	489,959			
TOTAL	2,952,986	Lieutenant	1	67,245
		Sergeant	3	190,995
OPERATING EXPENSES		Corporal	2	116,589
Communications		Detective/Investigator	28	1,651,130
Professional Services		Secretary II	2	72,034
Utilities		Total Bargaining Unit	36	2,097,993
Insurance				
Rentals		Overtime		284,000
Maintenance & Repairs				
Contracted Services		FICA		36,548
Supplies		Healthcare Benefits - Active		453,411
Minor Capital Equipment		Total Fringe Benefits		489,959
TOTAL	0			
CAPITAL OUTLAY		TOTAL	37	2,952,986
TOTAL APPROPRIATION	2,952,986			

DEPARTMENT OF PUBLIC SAFETY

PROGRAM: Criminal Investigations - Forensic Technology Section

OBJECTIVE: To preserve crime scenes and collect evidence.

2004 ACCOMPLISHMENTS:

The black and white photo lab was transformed into a complete photo processing lab. The Unit began using a Fingerprint Powder Accumulator to reduce, if not eliminate, the airborne particles within the lab.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
Crime scenes processed	742	737	789	756	760
Print comparisons	46	109	141	98	115
Latent prints logged	559	559	500	539	533

PROGRAM: Criminal Investigations - Adult Offenders Section

OBJECTIVE: To investigate serious adult criminal offenses and clear these through arrest and prosecution.

2004 ACCOMPLISHMENTS:

Re-opened and prosecuted several cold homicide cases. Utilized federal investigative grand juries to prosecute cases.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
Cases assigned	1,399	1,364	1,016	1,259	1,213
Adult arrests (persons)	404	182	179	255	205

PROGRAM: Criminal Investigations - Juvenile Offenders Section

OBJECTIVE: To investigate juvenile criminal offenses and clear these offenses through arrest and prosecution.

2004 ACCOMPLISHMENTS:

The Child Abuse Unit continued to coordinate cases with the District Attorney's office, Dauphin County Children and Youth Services, and area hospitals to ensure increased convictions.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
Cases assigned	419	450	511	480	500
Juvenile charges processed	97	65	76	79	73
Arrests (persons)	59	73	105	79	87

DEPARTMENT OF PUBLIC SAFETY

PROGRAM: Criminal Investigations - Habitual Offenders Unit

OBJECTIVE: To investigate habitual offenses and clear these offenses through arrest and prosecution.

2004 ACCOMPLISHMENTS:

Increased number of cases investigated and prosecuted.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
Cases investigated	66	78	5	49	44
Cases prosecuted	25	27	5	19	17
Career criminals classified	25	27	0 ^a	17	15

Note:

a Due to the decrease in the uniformed employee compliment and increased workload due to the shortage, there was no time to classify career criminals.

PROGRAM: Criminal Investigations - Organized Crime and Vice Unit

OBJECTIVE: To investigate drug related and organized criminal offenses and clear these offenses through arrest and prosecution.

2004 ACCOMPLISHMENTS:

The Unit continued concentrating on seizing firearms from armed offenders, confiscating twenty-two firearms during the execution of search warrants.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
Cases investigated	1,440	1,138	906	1,161	1,068
Drug arrests (persons)	909	715	369	664	582
Prostitution arrests (persons)	78	115	32	75	74
Other arrests (persons)	453	308	505	422	412

BUREAU OF FIRE

The primary responsibility of the Fire Bureau is the protection of life and property from fire and man-made or natural disasters. The suppression of fire involves arriving at the scene as quickly as possible so as to attack the fire at the point of origin and prevent its spread. Fire apparatus respond from four fire stations.

The Fire Inspection Unit, created in 1989, acts to reduce fire loss through inspections and code enforcement, using a City fire code that is considered a national model in fire safety. To achieve this goal, the Fire Inspection Unit reviews, approves, and verifies the following plans for private and public structures: building, fire alarm, smoke detector, standpipe system, fire pump system, and sprinkler system. New construction sites are also reviewed to assure that life safety components are installed properly. This unit performs all fire code inspection of properties, including but not limited to, electrical, structural, smoke detectors, and general housekeeping to determine housing code violations. In commercial units, inspections are performed to verify the safety of the fire extinguishers, sprinkler systems, and smoke detectors. Reinspections are performed to assure that fire safety regulations are being upheld once a violation of the Fire Prevention Code is reported or to follow up after an actual fire incident. The unit also participates in numerous seminars and demonstrations related to fire safety techniques such as the installations of sprinkler systems and smoke detectors. Fire safety education is another responsibility of the Fire Bureau. Through well-planned, year-round fire programs, the Fire Bureau educates the public about fire and burn hazards, how to prevent fire and burn injuries due to individual carelessness, how to survive a fire once it starts, and how to treat a burn injury properly. The fire prevention program covers the home, the school, the workplace, and the community.

By Mayoral designation, the Fire Bureau also operates as the Emergency Management Agency for the City of Harrisburg, and the Fire Chief has been designated by the Mayor as Emergency Management Coordinator. This agency maintains the Emergency Operations Plan (EOP), which sets forth a procedure to alert the public and provide information and appropriate protective action instructions, as needed. The Pennsylvania Emergency Management Agency has cited the Harrisburg plan as a model for municipalities in the State. This plan also provides for the coordination and use of available resources during a natural or human-caused emergency or disaster. It defines the roles and responsibilities of municipal officials in accordance with the Dauphin County EOP. Annually, representatives from the Federal and Pennsylvania Emergency Management Agencies evaluate a drill of the City's EOP.

The Fire Bureau has a comprehensive training apprenticeship program designed to incrementally qualify firefighters through certification so they may advance to the next rank. This program includes practical hands-on training and classroom instruction leading to appropriate testing for certification. Harrisburg is the first municipality in Pennsylvania to establish such a comprehensive program.

The Rescue One Program, begun in 1992, increases the Fire Bureau's ability to respond to incidents requiring special or technical rescue, such as structural collapse, trench rescue, confined space rescue, high/low angle rescue, or heavy vehicle extrication. This is accomplished by intensive training of personnel and the purchase of specialized equipment.

The Rescue One Unit is the product of a series of major innovations and advances, making the Harrisburg Fire Bureau one of the premier firefighting and rescue operations in the state and nation. The Rescue One Unit is part of Pennsylvania Task Force 1, a designated Urban Search and Rescue Team of the Federal Emergency Management Agency. Only twenty-seven such teams exist nationwide and each is available for mobilization in response to any national emergency. The twenty-two member unit has received more than 300 hours of advanced technical training, which is supplemented by the unit's continuing education program and periodic drills.

The Fire Bureau completed the self-assessment process involved in obtaining Fire Service Accreditation through the Commission of Fire Accreditation International. Harrisburg is the only professional fire department in Pennsylvania seeking to attain this goal. The self-assessment process was completed in 2005 and Accreditation is expected to be attained in 2007.

BUREAU OF FIRE

EXPENDITURE ANALYSIS DETAIL
2007 PROPOSED BUDGET

General Fund

0151 Fire

Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
Salaries-Mgmt	212,107	Fire Chief	1	75,563
Salaries-BU	4,608,631	Senior Deputy Chief	1	70,519
Overtime	812,366	Deputy Chief	1	66,025
Fringe Benefits	2,899,270			
Miscellaneous	517,940	Total Management	3	212,107
TOTAL	9,050,314			
OPERATING EXPENSES		Battalion Chief	4	242,592
		Captain	4	233,828
		Lieutenant	8	452,158
Communications	16,650	Firefighter Driver/Operator	63	3,201,267
Professional Services	17,000	Firefighter II	6	261,156
Utilities	89,050	Firefighter I	5	217,630
Insurance	0			
Rentals	0	Total Bargaining Unit	90	4,608,631
Maintenance & Repairs	165,500			
Contracted Services	27,700			
Supplies	160,200	Overtime		812,366
Minor Capital Equipment	0			
TOTAL	476,100	FICA		66,611
CAPITAL OUTLAY		Healthcare Benefits - Active		1,407,369
	76,415	Healthcare Benefits - Retirees		965,390
		Severance Pay		425,000
		College Credits		6,400
TOTAL APPROPRIATION	9,602,829	Medicare - Part B		25,000
		J.T.S.B. & Mask Service Division		3,500
		Total Fringe Benefits		2,899,270
		Sick Leave Buy-Back		180,000
		Hearing Aids		10,000
		Fire Pension Plan		0
		Clothing Allowance		43,940
		Workers' Compensation		284,000
		Total Miscellaneous		517,940
		TOTAL	93	9,050,314

DEPARTMENT OF PUBLIC SAFETY

PROGRAM: Bureau of Fire - Emergency Response

OBJECTIVE: To protect life and property from fire and natural or man-made hazards.

2004 ACCOMPLISHMENTS:

Fire deaths were reduced. New SCBAs were purchased .

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
Fire alarms reported	3,286	3,338	2,968	3,100	3,150
Actual fires	265	265	268	255	250
False alarms	809	809	849	850	855
Property loss from fires	\$ 2,526,400	\$ 1,879,450	\$ 1,844,807	\$ 2,000,000	\$ 2,000,000
Injuries among fire personnel	75	66	67	50	45
Civilian injuries	33	16	14	10	10
Hours of training for fire personnel ^a	N/A	25,003	20,369	22,000	22,000
Civilian deaths	0	6	4	0	0

Note:

a Beginning in 2003, this line-item has been broken out into detail under the program heading "Training and Safety Unit."

PROGRAM: Bureau of Fire - Accreditation

OBJECTIVE: To conduct a self-assessment of the Fire Bureau using the standards created by the Commission on Fire Service Accreditation to become a nationally accredited agency.

2004 ACCOMPLISHMENTS:

The Fire Bureau continues the self-assessment process. Accreditation should be achieved in 2006.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
Accreditation	92%	95%	95%	95%	95%

PROGRAM: Bureau of Fire - Fire Inspection Unit

OBJECTIVE: To reduce the likelihood of fires starting, prevent the spread of fire, and to ensure the safe evacuation of buildings through the enforcement of the fire code.

2004 ACCOMPLISHMENTS:

The Fire Inspection Unit responded to all complaints within two business days. The Inspection Unit efforts helped to achieve this goal.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
Number of fire inspections:					
General or complaint initiated	156	172	181	200	200
Day Care	22	23	24	25	25
Sprinkler	170	172	145	150	150
Pre-Plan	95	91	107	100	100
Re-Inspections	89	78	65	50	50
Schools	22	22	22	22	22
Routine Inspections	150	155	147	160	160

DEPARTMENT OF PUBLIC SAFETY

PROGRAM: Bureau of Fire - Fire Safety Education Unit

OBJECTIVE: To protect life and property through fire prevention and safety education, thus the likelihood of a fire originating is reduced; and if a fire occurs, physical injury, death, and property damage will be minimized.

2004 ACCOMPLISHMENTS:

Seven firefighters were certified as level 2 Juvenile Fire Setter Interventionists by the National Fire Academy. In addition, the regional Juvenile Fire setter program continues.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
Number of fire safety education programs:					
Fire extinguisher training	30	37	40	40	40
Neighborhood Fairs	41	46	48	50	50
Juvenile Fire Setter Counseling	33	37	41	35	35
General Fire Safety	67	78	81	80	80
High Rise Fire Safety	7	8	11	15	15
Group Home Safety	25	25	25	25	25
Nursing Home Fire Safety	3	1	1	1	1
Fire Drill/Education	83	83	72	72	75
Fire Safety House	115	91	103	100	100
Station Tours	37	36	31	30	30
Disaster Plans ^a	10	8	26	30	30

Note:

^a In 1996, the Fire Bureau began assisting businesses in disaster plan preparation.

PROGRAM: Bureau of Fire - Training and Safety Unit

OBJECTIVE: To provide basic operations and advanced skills training for firefighters and fire recruits, as well as provide additional instruction to the Fire Officers.

2004 ACCOMPLISHMENTS:

Officer training and professional development continues to expand. Response to terrorism training was expanded.

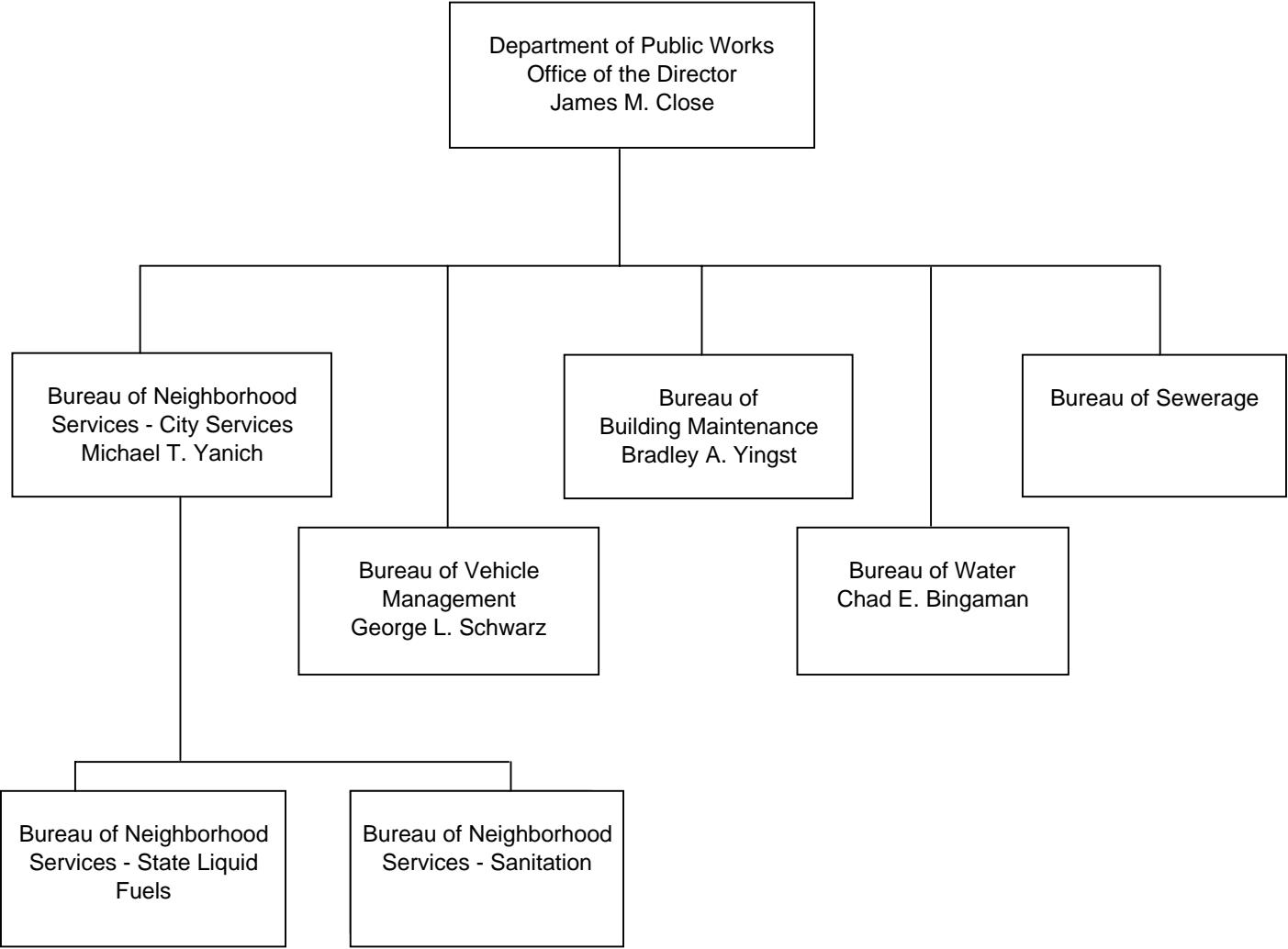
MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
Company Based Training (man-hours)	7,339	7,189	9,000	9,000	9,000
Specialized Training (man-hours)	1,430	997	545	600	750
Rescue Training (man-hours)	3,691	6,193	8,654	9,000	9,000
Recruit Training (man-hours)	0 ^a	2,900	0 ^a	3,500	3,599
Volunteer Training (man-hours)	250	250	275	275	275
Officer Training (man-hours)	1,597 ^b	9,015 ^b	1,692	5,018	1,700
Total Man-hours	14,307	26,544	20,166	27,393	24,324

^a No new Firefighters were hired in 2002 and 2004.

^b Approval was given in 2001 for a Career Development Program to be created for all Officers in Bureau. Full impact of total training hours was not seen until 2003 when the program was completely developed.

DEPARTMENT OF PUBLIC WORKS



EXPENDITURE ANALYSIS SUMMARY
2007 PROPOSED BUDGET

	2003 Actual	2004 Actual	2005 Actual	2006 Approved Budget	2006 Projected	2007 Proposed Budget
DEPARTMENT OF PUBLIC WORKS						
<u>0160 OFFICE OF THE DIRECTOR</u>						
Personnel Services	97,813	90,361	92,169	94,686	94,177	96,823
Operating Expenses	1,579	1,398	479	1,225	860	1,100
Capital Outlay	0	0	0	0	0	0
TOTALS	99,392	91,759	92,648	95,911	95,037	97,923
<u>0162 NEIGHBORHOOD SERVICES - CITY SERVICES</u>						
Personnel Services	508,257	428,163	722,887	1,388,068	1,319,687	1,359,774
Operating Expenses	466,844	369,682	501,187	639,157	587,956	458,855
Capital Outlay	0	0	43,623	43,945	61,639	61,639
Non-Expenditure Items	0	0	0	0	0	0
TOTALS	975,101	797,845	1,267,697	2,071,170	1,969,282	1,880,268
<u>0169 TRAFFIC ENGINEERING</u>						
Personnel Services	412,875	419,600	0	0	0	0
Operating Expenses	198,306	201,601	0	0	0	0
Capital Outlay	0	32,380	0	0	0	0
TOTALS	611,181	653,581	0	0	0	0
<u>0172 VEHICLE MANAGEMENT</u>						
Personnel Services	666,147	577,340	588,867	637,185	615,152	674,380
Operating Expenses	1,048,758	1,167,611	1,427,297	2,054,050	1,903,879	2,000,450
Capital Outlay	32,206	147,658	11,740	0	0	0
Non-Expenditure Items	3,000	0	0	0	0	0
TOTALS	1,750,111	1,892,609	2,027,904	2,691,235	2,519,031	2,674,830
<u>0175 BUILDING MAINTENANCE</u>						
Personnel Services	346,278	296,791	323,799	491,089	502,001	481,129
Operating Expenses	500,713	562,283	527,959	831,670	883,200	857,485
Capital Outlay	92,529	0	92,137	164,480	201,488	177,280
Non-Expenditure Items	0	2,362	6,917	0	0	0
TOTALS	939,520	861,436	950,812	1,487,239	1,586,689	1,515,894

EXPENDITURE ANALYSIS SUMMARY
2007 PROPOSED BUDGET

	2003 Actual	2004 Actual	2005 Actual	2006 Approved Budget	2006 Projected	2007 Proposed Budget
TOTAL DEPARTMENT OF PUBLIC WORKS						
Personnel Services	2,031,370	1,812,255	1,727,722	2,611,028	2,531,017	2,612,106
Operating Expenses	2,216,200	2,302,575	2,456,922	3,526,102	3,375,895	3,317,890
Capital Outlay	124,735	180,038	147,500	208,425	263,127	238,919
Non-Expenditure Items	3,000	2,362	6,917	0	0	0
TOTAL EXPENDITURES	<u>4,375,305</u>	<u>4,297,230</u>	<u>4,339,061</u>	<u>6,345,555</u>	<u>6,170,039</u>	<u>6,168,915</u>

OFFICE OF THE DIRECTOR

The Department of Public Works is administered through the Office of the Director, which is responsible for the overall management of the department's resources. The department consists of six bureaus which provide major public works services: Neighborhood Services - City Services and Sanitation, Vehicle Management, Building Maintenance, Water, and Sewer. With nearly 150 employees and a combined annual budget of approximately \$42 million, the Department of Public Works performs a vast array of functions.

Immediately following are the General Fund Public Works bureaus. The Public Works related Special Revenue Fund (State Liquid Fuels Tax Fund) and Utility Funds activities are addressed in the respective Funds' section of the document.

EXPENDITURE ANALYSIS DETAIL 2007 PROPOSED BUDGET				
General Fund		0160 Office of the Director		
Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
Salaries-Mgmt	78,545	Director	1	78,545
Overtime	0			
Fringe Benefits	18,278	Total Management	1	78,545
TOTAL	96,823			
		Overtime		0
OPERATING EXPENSES				
		FICA		6,009
Communications	150	Healthcare Benefits - Active		12,269
Professional Services	0	Healthcare Benefits - Retirees		0
Utilities	0			
Insurance	0	Total Fringe Benefits		18,278
Rentals	0			
Maintenance & Repairs	0			
Contracted Services	700	TOTAL	1	96,823
Supplies	250			
Minor Capital Equipment	0			
TOTAL	1,100			
CAPITAL OUTLAY	0			
TOTAL APPROPRIATION	97,923			

BUREAU OF NEIGHBORHOOD SERVICES - CITY SERVICES

The Bureau of Neighborhood Services was created in January 2003, through the consolidation of the previous Bureaus of City Services and Sanitation. The Bureau of Neighborhood Services - City Services provides a variety of services to the residents and businesses of the City, contingent upon weather conditions. These services include general repairs to the roadway, resurfacing of worn and deteriorating roadways and alleys, and preparing and maintaining safe roadway conditions in time of snow and ice. This bureau also repairs and maintains all City sewer and storm inlets. Additional responsibilities include leaf collection in the fall and Christmas tree pick-up after Christmas, street cleaning year-round by crews that operate motorized street sweepers and flusher trucks that keep down the dust, and demolition of blighted and deteriorating properties.

In 2004, by way of Mayoral Directive, the Bureau of Traffic Engineering was consolidated into the Bureau of Neighborhood Services - City Services. Because of this consolidation, the Bureau of Neighborhood Services - City Services acquired additional responsibilities such as the operation and maintenance of ninety-one signalized intersections; eight flashing/warning signal locations; the burglar and fire alarm systems and the Public Works Radio system, as well as the fabrication, installation, and maintenance of all traffic control signage; street name signs; and the pavement marking for vehicular and pedestrian control. In addition, the Bureau maintains the electrical and sound systems in the City Park complexes and the special events hosted by the Department of Parks and Recreation, as well as all outline lighting on City Island, uplighting in Riverfront Park, and the Walnut Street Bridge; Christmas decorations and all decorative banners in the City.

In 2006, all personnel related costs were transferred from the State Liquid Fuels Tax Fund to the General Fund. A corresponding amount of utility costs were transferred to the State Liquid Fuels Fund from the General Fund. These transfers were performed to ease compliance and reporting regarding the use of State Liquid Fuels Tax monies. This bureau received the former State Liquid Fuels Tax Fund positions.

**EXPENDITURE ANALYSIS DETAIL
2007 PROPOSED BUDGET**

General Fund

0162 Neighborhood Services - City Services

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	75,304	Deputy Director (DPW)	0.50	28,938
Salaries-BU	852,169	Deputy Director - Neighborhood Services	1	46,366
Overtime	31,883			
Fringe Benefits	400,418			
		Total Management	1.50	75,304
TOTAL	1,359,774			
OPERATING EXPENSES				
		Demolition Crew Leader	1	43,523
		Electrician III	1	43,523
		Traffic Engineering Tech. III	4	168,734
		Construction Tradesman	1	42,197
Communications	8,400	Heavy Equipment Operator III	4	168,788
Professional Services	150	Heavy Equipment Operator II	1	39,927
Utilities	74,850	Street Maintenance Worker III	1	42,197
Insurance	0	Street Maintenance Worker I	2	74,084
Rentals	38,580	Demolition Specialist II	2	81,540
Maintenance & Repairs	31,000	Demolition Specialist I	1	39,530
Contracted Services	226,700	Motor Equipment Operator	3	108,126
Supplies	79,175			
Minor Capital Equipment	0	Total Bargaining Unit	21	852,169
TOTAL	458,855			
CAPITAL OUTLAY	61,639	Overtime		31,883
		FICA		73,392
		Healthcare Benefits - Active		278,334
TOTAL APPROPRIATION	1,880,268	Healthcare Benefits - Retirees		48,692
		Total Fringe Benefits		400,418
		TOTAL	22.50	1,359,774

DEPARTMENT OF PUBLIC WORKS

PROGRAM: Bureau of Neighborhood Services - City Services/State Liquid Fuels

OBJECTIVE: To maintain the physical condition of public roadways for vehicular travel, the Sanitary Sewer Collection System, and the Storm Water Collection System. This bureau is responsible for the maintenance of over 3,500 storm inlets, 135 miles of sewers, and the cleanliness of all public roadway surfaces in the City. Other duties include leaf collection; illegally deposited bulk item removal; alley resurfacing; pothole filling; crack sealing; street sweeping; Christmas tree collection; demolishing unsafe and deteriorating properties; operating and maintaining ninety-one signalized intersections and eight flashing/warning signals; fabricating and maintaining all traffic control signage within the City; providing sound and electrical support to the Department of Parks and Recreation for maintenance purposes, as well as special events; and installing wireless communication at City-owned facilities.

2004 ACCOMPLISHMENTS:

Street sweeping was conducted year-round. The crew collected 1,818 tons of sweeper debris. Crews continued with leaf collection, collecting 345.87 tons of leaves in October and November. The crews also picked up 664 Christmas trees in January. The Bureau removed 400.38 tons of illegal bulk items from streets, alleys, and vacant lots. The construction portion of the Bureau repaired 57 storm inlets and 21 sinkholes. The demolition crew demolished 39 properties throughout the City. The Bureau responded to eight different snow and ice events, using 1,900 tons of salt and anti-skid mixture to combat 13.00 inches of snow and ice. The Bureau also distributed 1,247 sets of barricades to 124 different events to help close down the streets.

In addition, certification with the International Municipal Signal Association continued. The annual PennDOT mandate of relamping the entire traffic signal system including ninety-one intersections, and eight flashing/warning signals was completed. The bureau became responsible for the maintenance of the "WAYFINDER" signs within the City and several townships. Other responsibilities included: the continued expansion of the accent lighting on City Island; provided electrical assistance at the Greater Fire Museum of Harrisburg; installed banners for the Department of Building and Housing Development; maintained the decorative banners downtown and on City Island, and installed and maintained the decorative banners for the United Way. A new responsibility for the Bureau is the wireless communication field that connects off-site locations to the City's computer network. This project continues in 2005 and will be the responsibility of the Bureau to maintain the wireless communication network once completed.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	FY2002	FY2003	FY2004	FY2005	FY2006
Patching material applied by City crews (tons)	1,900	1,300	49 ^a	50 ^a	50
Leaves collected during the fall months (cubic yards)	2,200	2,300	2,300	2,300	2,300
Streets cleaned (linear miles)	7,000	7,000	7,000	7,000	7,000
Salt mixture used during snow storms (tons)	1,500	2,700	2,700	1,900	2,000
Hours to operate salt & plow trucks	2,500	3,000	3,000	2,100	2,300
Bulk trash collected (tons)	591	458	401	450	450
Blocked sewer lines cleaned	64	54	59	55	55
Sewer lines maintained (linear miles)	156	156	156	156	156
Storm sewer inlets cleaned	490	361	278	150	150
Sealant used (pounds)	1,500	1,200	1,000	250 ^a	0
City properties demolished	47	39	28	45	45
Signalized intersections in the City	88	89	89	91	93
Traffic signal repairs	2,762	2,683	2,713	2,700	2,700
Fire and burglar alarm repairs	66	59	48	45	45
Street directional signs prepared and installed	4,902	3,764	3,523	3,600	3,600
Hours spent on electrical service/recreational events	2,761	3,851	3,712	3,700	3,700

Notes:

^a Reduction of funding beginning in 2004 substantially reduced patching and sealing activities.

BUREAU OF VEHICLE MANAGEMENT CENTER

The Bureau of Vehicle Management is responsible for the administration, maintenance, and repair of the City's vehicular equipment fleet. The fleet consists of over 450 vehicles and pieces of equipment ranging from tractor and trailers, articulated wheel loaders, fire apparatus and police cars, to small equipment such as lawnmowers.

The administration of the Bureau includes: preparation of the annual budget submission, equipment specifying, titling, licensing, maintaining of state inspection records, surplus disposal, and the scheduled maintenance and repair of all City-owned vehicles. Other associated activities include, but are not limited to, the maintaining of automated reports/records; a parts and supply inventory valued in excess of \$100,000; a fuels/lubricants management program; and the testing and evaluation of programs, such as alternate fuels, to determine the feasibility of adoption for City operations.

The Bureau operates on a budget in excess of \$2.6 million in an effort to provide a highly serviceable fleet while operating in the most efficient and effective method.

EXPENDITURE ANALYSIS DETAIL 2007 PROPOSED BUDGET				
General Fund			0172 Vehicle Management	
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	55,763	Director	1	55,763
Salaries-BU	424,116			
Overtime	2,284	Total Management	1	55,763
Fringe Benefits	192,217			
TOTAL	674,380	Automotive Mechanic IV	5	224,420
		Automotive Body Mechanic IV	1	44,784
OPERATING EXPENSES				
		Parts Person II	1	39,480
		Automotive Mechanic II	2	79,060
Communications	3,500	Automotive Body Mechanic I	1	36,372
Professional Services	0			
Utilities	41,300	Total Bargaining Unit	10	424,116
Insurance	0			
Rentals	5,500			
Maintenance & Repairs	160,650	Overtime		2,284
Contracted Services	15,850			
Supplies	1,773,650	FICA		36,887
Minor Capital Equipment	0	Healthcare Benefits - Active		136,024
		Healthcare Benefits - Retirees		19,306
TOTAL	2,000,450	Total Fringe Benefits		192,217
CAPITAL OUTLAY				
	0			
		TOTAL	11	674,380
TOTAL APPROPRIATION	2,674,830			

DEPARTMENT OF PUBLIC WORKS

PROGRAM: Bureau of Vehicle Management

OBJECTIVE: To aggressively continue to be an asset to City operations by properly maintaining the fleet in the highest state of readiness at the lowest cost, and to provide a cost savings city-wide through the Fleet Administrative Program.

2004 ACCOMPLISHMENTS:

The Bureau continues the efforts to save the City in excess of \$15,000.00 annually by performing the Commonwealth's Emission Inspections in-house. These savings and the continuation of supporting the fleet with a reduced workforce and major reduction in overtime continues.

In August and September, the Bureau provided a major support operation to the City's emergency personnel who were detached to New Orleans because of Hurricane Katrina. The PA Capital City (PACC) cooperative purchasing program continues to grow and expand at a rapid pace. The City should stand proud in its ability to share with other governmental entities a program that saves tax dollars. In September the Bureau Director was recognized by the American Public Works Association as the 2005 National Fleet Manager of the Year.

This bureau continued to work in close unison with the Bureau of Fire and other emergency response teams in securing additional vehicles and equipment for the Homeland Security and Urban Search and Rescue Programs.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	FY2002	FY2003	FY2004	FY2005	FY2006
Equipment Repairs					
Trucks	935	790	925	825 ^a	900
Passenger	803	1,049	993	600 ^a	600
Heavy Equipment	579	600	461	280 ^a	200
Miscellaneous Equipment	82	162	72	26 ^a	25
Total Units	2,399	2,601	2,451	1,731 ^a	1,725
Equipment (Preventive Maintenance)	476	439	441	390	400
Fuels Dispensed (Gallons)					
Gasoline ^b	189,615	190,000	261,500	262,000	312,000
Diesel ^b	189,688	204,000	198,357	200,000	250,000

Notes:

^a Equipment repairs have been reduced due to the decrease in bureau personnel.

^b Calculations for both the Vehicle Management Center and Fire Station No. 2.

BUREAU OF BUILDING MAINTENANCE

The Bureau of Building Maintenance is responsible for the maintenance and custodial care of the Rev. Dr. Martin Luther King, Jr. City Government Center, the Vance McCormick Public Services Center, and their exterior plaza and site areas. This includes the daily cleaning, trash removal, and general maintenance and repair of the facilities; including any repairs and renovations that involve the use of outside contractors. In addition, this bureau is responsible for the management of all utility services in the buildings such as electricity, water, sewer, and cooling. The director identifies, recommends, and executes energy savings projects for the City of Harrisburg, and works with others to comply with all safety and security considerations concerning the City Government Centers.

The Duplication Center was transferred to the Bureau of Building Maintenance from the Bureau of Operations and Revenue in the 2006 Budget. This unit is responsible for the monthly billing of utility services and City and School District real estate taxes, maintaining the mailroom, managing office supplies, overseeing copier maintenance, and handling office equipment service contracts. These services are provided to all departments within City Government.

EXPENDITURE ANALYSIS DETAIL				
2007 PROPOSED BUDGET				
General Fund		0175 Building Maintenance		
Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
Salaries-Mgmt	54,399	Director	1	54,399
Salaries-BU	267,336			
Overtime	1,684	Total Management	1	54,399
Fringe Benefits	157,710			
TOTAL	481,129			
OPERATING EXPENSES		Central Support Assistant II	1	35,031
		Secretary II	1	34,024
		Laborer II	4	132,338
		Reproduction Technician I	1	33,874
Communications	117,600	Clerk II	1	32,069
Professional Services	0			
Utilities	431,335	Total Bargaining Unit	8	267,336
Insurance	0			
Rentals	1,000			
Maintenance & Repairs	159,500	Overtime		1,684
Contracted Services	1,750			
Supplies	146,300	FICA		24,742
Minor Capital Equipment	0	Healthcare Benefits - Active		111,258
		Healthcare Benefits - Retirees		21,710
TOTAL	857,485			
CAPITAL OUTLAY		Total Fringe Benefits		157,710
	177,280			
TOTAL APPROPRIATION		TOTAL	9	481,129
	1,515,894			

DEPARTMENT OF PUBLIC WORKS

PROGRAM: Bureau of Building Maintenance

OBJECTIVE: To clean and maintain the interior and exterior of the Rev. Dr. Martin Luther King, Jr. City Government Center and the Vance McCormick Public Services Center.

2004 ACCOMPLISHMENTS:

A complicated and extensive project to upgrade the hydraulic elevators in the Vance McCormick Public Services Center, also known as the Public Safety Building (PSB), was completed. In order to comply with new regulations, both cylinders and pistons for the two hydraulic elevators in this building were removed and replaced. The cylinders and pistons extended into the ground about fifty feet. This project lasted about two months.

The Bureau completed other projects that included: sealing the skylight in the Atrium to prevent leakage during the wintertime months; installed angle iron on the corners of the PSB near the garage area; replaced moldy ceiling tile in the PSB; repainted the handicapped parking area behind Treasury; installed a new commode in the men's room in one bathroom of the City Government Center; removed some junk trees from the Lower Level moat around the Rev. Dr. Martin Luther King, Jr., City Government Center; installed two CAT 5 cables in the Bureau of Police's Forensics Division; cleaned storage areas for the Bureau of Building Maintenance; rebuilt sinks in the men's and women's rooms on the second floor of the PSB; and repaired a steam leak in the PSB garage.

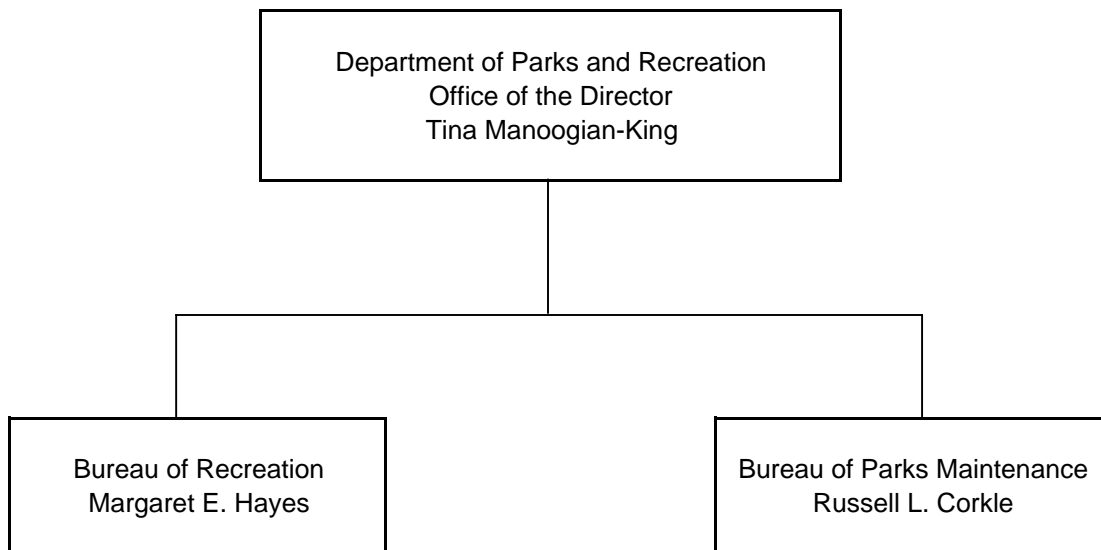
The Bureau also retrofitted select schools in the Harrisburg School District with energy saving lighting. This was coordinated by the Director of the Bureau of Building Maintenance.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
Offices cleaned per week (square feet)	110,256	110,256	110,256	110,256	110,256
General maintenance activities and repairs performed	550	675	700	700	725
Lavatories cleaned each day	25	25	25	25	25
Activities and special events set-up	63	72	67	70	70
Non-routine activities performed	525	530	500	525	550



DEPARTMENT OF PARKS AND RECREATION



EXPENDITURE ANALYSIS SUMMARY
2007 PROPOSED BUDGET

	2003 Actual	2004 Actual	2005 Actual	2006 Approved Budget	2006 Projected	2007 Proposed Budget
PARKS & RECREATION						
<u>0180 OFFICE OF THE DIRECTOR</u>						
Personnel Services	559,279	556,854	579,767	664,730	657,612	634,493
Operating Expenses	389,029	332,081	333,414	345,245	350,733	338,674
Capital Outlay	1,964	0	0	0	0	0
Grants	15,000	15,350	14,150	15,350	15,350	15,350
TOTALS	965,272	904,285	927,331	1,025,325	1,023,695	988,517
<u>0183 BUREAU OF RECREATION</u>						
Personnel Services	664,296	628,852	645,906	800,366	788,150	687,995
Operating Expenses	228,777	233,285	234,871	207,550	208,416	201,350
Capital Outlay	9,005	0	0	0	0	0
TOTALS	902,078	862,137	880,777	1,007,916	996,566	889,345
<u>0184 BUREAU OF PARKS MAINTENANCE</u>						
Personnel Services	943,369	774,165	655,686	757,972	733,338	809,694
Operating Expenses	496,913	434,140	385,589	339,250	390,475	370,000
Capital Outlay	11,454	22,750	0	0	9,850	0
Grants	0	0	0	0	0	0
TOTALS	1,451,736	1,231,055	1,041,275	1,097,222	1,133,663	1,179,694
TOTAL DEPARTMENT OF PARKS & RECREATION						
Personnel Services	2,166,944	1,959,871	1,881,359	2,223,068	2,179,100	2,132,182
Operating Expenses	1,114,719	999,506	953,874	892,045	949,624	910,024
Capital Outlay	22,423	22,750	0	0	9,850	0
Grants	15,000	15,350	14,150	15,350	15,350	15,350
TOTAL EXPENDITURES	3,319,086	2,997,477	2,849,383	3,130,463	3,153,924	3,057,556

OFFICE OF THE DIRECTOR

The Office of the Director is responsible for planning and conducting all City special events, parks planning and development, park security, publication of the City Calendar, and the overall direction and management of the department. This office plans, schedules, promotes, implements, manages, and solicits sponsorships for all City special events. Two major events that highlight the calendar are the American MusicFest (held over the Independence Day Weekend) and the Kipona Celebration (held over the Labor Day Weekend). In addition to these events, numerous other activities take place during the year including, but not limited to, summer concerts in various City parks, PNC Saturday concerts, the Holiday Parade, and the Harrisburg New Year's Eve Celebration.

Park planning and development is performed by this office and oversight of all construction projects underway in the parks system is a primary responsibility of the Director. Since 1985, more than \$69 million has been spent in Harrisburg's parks system under the Mayor's Parks Improvement Program. Additionally, technical assistance from this office is provided to the Harrisburg School District, Harrisburg Housing Authority, various PTA organizations, and neighborhood organizations regarding playground improvements, fund-raising activities, grantsmanship techniques, and recreational programs.

The Park Ranger Program, created by the Mayor in 1990, provides for ongoing security in all City parks, playgrounds, and open space areas, along with providing information to the general public regarding Harrisburg and its park system. The Park Rangers patrol the park system on a 20-hours per day basis in order to maintain order and enforce park rules and regulations.

Published as a free service and distributed through newsstands, grocery stores, libraries, and organizations throughout the greater Harrisburg area, the *Harrisburg City Calendar* offers details on City programs and a monthly calendar of events. Additional publications are published for the City's festivals and for the Summer Recreation Program. The monthly calendar has grown to an annual distribution of nearly 211,000 copies. Counting the City Island brochure, the Kipona Celebration brochure, the American MusicFest brochure, and the Summer Recreation brochure, the number of publications issued annually totals over 370,000. The sale of advertising space offsets some of the *Harrisburg City Calendar* costs.

EXPENDITURE ANALYSIS DETAIL 2007 PROPOSED BUDGET

General Fund

0180 Office of the Director

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	321,536	Director	1	79,558
Salaries-BU	71,973	Exec. Dir. - Parks Partnership	1	37,040
Salaries-Part-Time	89,700	Exec. Dir. - Levitt Foundation	1	40,525
Overtime	3,896	Special Events Director	1	51,691
Fringe Benefits	147,388	Events Marketing Manager	1	31,308
		Chief Park Ranger Supervisor	1	41,946
		Park Ranger Supervisor	1	39,468
TOTAL	634,493			
OPERATING EXPENSES		Total Management	7	321,536
Communications	154,400			
Professional Services	775	Administrative Assistant II	1	37,042
Utilities	0	Secretary I	1	34,931
Insurance	0			
Rentals	96,000	Total Bargaining Unit	2	71,973
Maintenance & Repairs	882			
Contracted Services	73,187			
Supplies	13,430	Park Ranger	6	72,150
Minor Capital Equipment	0	Marketing Assistant	1	17,550
TOTAL	338,674	Total Part-Time	7	89,700
CAPITAL OUTLAY				
	0	Overtime		3,896
GRANTS (Matching Share \$15,000)				
	15,350	FICA		37,264
		Healthcare Benefits - Active		110,124
		Healthcare Benefits - Retirees		0
		Total Fringe Benefits		147,388
TOTAL APPROPRIATION	988,517	TOTAL	16	634,493

DEPARTMENT OF PARKS AND RECREATION

PROGRAM: Office of the Director

OBJECTIVE: To administer the overall operations of the Department of Parks and Recreation. This office is responsible for planning and conducting special events; raising necessary funds for special events; overseeing park improvements; providing on-going security to all park facilities; and preparing federal, state, and other non-profit applications for City Parks and Recreation-related grants.

2004 ACCOMPLISHMENTS:

The Department of Parks and Recreation has spent approximately \$69 million on capital improvements for Harrisburg's park system since 1985 under the Mayor's Parks Improvement Program. In addition, the Department wrote two grants for additional work in the Capital Area Greenbelt and one for tree planting activities throughout Harrisburg. As a result of these capital improvements, the number of park permits issued and events held in Harrisburg's park system has expanded, thus providing more family-oriented entertainment for visitors, residents, and tourists. The Park Rangers continue to patrol all of the City's parks 20-hours per day, seven days per week. Increases in the amount of sponsorship revenue generated and the number of park permits issued are a direct result of the improvements undertaken and completed.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	FY2002	FY2003	FY2004	FY2005	FY2006
Neighborhood meetings attended by Director	12	11	10	11	11
Grants received	4	4	2	2	2
Park Rangers	13	13	12	12	12
Attendance at City special events ^a	1,312,850 ^b	1,441,350	1,966,735	2,000,000	2,100,000
City-organized special events	50	50 ^c	50	50	50
Park permits issued ^d	747	851	1,055	1,300	1,500
Sponsorship revenue for special events (includes in-kind contributions)	\$ 341,543	\$ 330,962	\$ 462,768	\$ 475,000	\$ 500,000

Notes:

- a Attendance figure does not include attendance for Harrisburg Senators games.
- b Severe storms during annual festival seasons resulted in a modest decrease in attendance.
- c Includes events held at the Levitt Pavilion for the Performing Arts which came into existence in 2003.
- d Represents total dates rented since multiple dates can be indicated on a single park permit.

PROGRAM: Office of the Director - Monthly Recreation Guide

OBJECTIVE: To provide a monthly publication listing of all forthcoming events of the Department of Parks and Recreation for the public.

2004 ACCOMPLISHMENTS:

The *Harrisburg City Calendar* provided expanded information for public use. This monthly publication is printed on recycled newsprint, making it cost-effective, yet environmentally sound. In 2004, a total of 370,022 copies of the *Harrisburg City Calendar* and other publications were distributed.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	FY2002	FY2003	FY2004	FY2005	FY2006
Recreation publications distributed ^a	370,022	370,022	370,022	370,022	370,022

Notes:

- a Figures include the monthly City Calendar, American Musicfest, Kipona Program, Summer City Calendar, and City Island inserts (16 separate publications).

BUREAU OF RECREATION

The Bureau of Recreation offers the most extensive year-round recreational programming in the City's history. The fall, winter, and spring programs provide general recreational activities based largely at public school gymnasiums. These programs include, but are not limited to, sports events, athletic programs, crafts (including an art contest for elementary students), puppet shows, live children's theater productions, aerobic and exercise classes, gymnastics, roller skating, and miscellaneous games. Summer programming occurs on sixteen staffed playgrounds, with assistance provided by hired recreation leaders and teachers aides, and consists of sports programs for golf, volleyball, basketball, soccer, football, T-ball, and tennis, as well as sports clinics for baseball, T-ball, soccer, and lacrosse. In addition, this bureau provides arts and crafts, 4-H activities, computer classes, nutrition classes, peer mediation, cooking classes, and reading programs on the sixteen playgrounds during the summer months, along with swimming instruction, rollerblade clinics, environmental/educational programs, ecology programs, and dance and music appreciation classes. Swimming programs are offered at our two inner-city swimming pools and at the City Island Beach from Memorial Day to Labor Day. Pool #1 and Pool #2 are open from mid-June to early September.

EXPENDITURE ANALYSIS DETAIL 2007 PROPOSED BUDGET

General Fund

0183 Recreation

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	95,230	Director	1	55,679
Salaries-BU	98,481	Sports/Special Programs	1	39,551
Salaries-Part-Time	41,769	Coordinator		
Salaries-Temp. Emp.	340,761			
Overtime	5,700	Total Management	2	95,230
Fringe Benefits	106,054			
TOTAL	687,995	Recreation Program Asst.	1	39,480
		Parks & Recreation Asst.	1	35,992
OPERATING EXPENSES				
		Golf Instructor	1	23,009
Communications	12,900	Total Bargaining Unit	3	98,481
Professional Services	1,500			
Utilities	0			
Insurance	0	Fitness Instructor	1	13,923
Rentals	17,000	Dance Instructor	1	15,912
Maintenance & Repairs	55,500	Music Instructor	1	11,934
Contracted Services	26,500			
Supplies	87,950	Total Part-Time	3	41,769
Minor Capital Equipment	0			
TOTAL	201,350	Temporary Employees		340,761
		Total Temporary Employees		340,761
CAPITAL OUTLAY				
	0			
TOTAL APPROPRIATION				
	889,345	Overtime		5,700
		FICA		44,517
		Healthcare Benefits - Active		61,537
		Healthcare Benefits - Retirees		0
		Total Fringe Benefits		106,054
		TOTAL	8	687,995

DEPARTMENT OF PARKS AND RECREATION

PROGRAM: Bureau of Recreation

OBJECTIVE: To plan, conduct, and manage year-round adult/children recreational programming.

2004 ACCOMPLISHMENTS:

Year-round, culturally diverse, recreational programming in 2004 contributed to the positive image, consistency, and credibility of the City's recreational activities. Greater participation resulted from increases in number and type of programs offered. More properties for use in outdoor and indoor programming were utilized. Field trips to petting zoos, museums, amusement parks, aquariums, and nature centers were added to the program to provide a well-rounded, educational experience for inner-city youth.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
Swimming pool attendance ^a	67,800	62,600	58,600 ^b	65,000	65,750
Participants during summer programming	390,900	425,600	440,900	445,000	450,000
Participants during fall programming	65,008	51,450 ^c	32,100	35,000	37,500
Participants during winter/spring programming	115,760	108,710 ^c	66,800	70,000	75,000
Participants attending programs at Brownstone	23,327	19,200 ^d	19,980	20,000	20,500

Notes:

a Figures include City Island Beach.

b Drop in attendance due to a very wet and cool summer.

c Attendance decreased due to Explore Program offered by Harrisburg School District.

d Attendance decreased because Department has been unable to offer computer classes until new internet lines are installed.

BUREAU OF PARKS MAINTENANCE

The Bureau of Parks Maintenance is directly responsible for the maintenance of twenty-seven parks and playgrounds, along with twenty open space parcels, two softball fields, one multi-sports complex, two swimming pools, and numerous basketball and tennis courts which total more than 450 acres of park land, as well as a 1,200 acre greenbelt, which travels the circumference of the City, linking many recreational facilities together. This bureau is also responsible for the landscaping and maintenance of the City's 4.5 mile riverfront embankment known as Riverfront Park. Other park maintenance duties include minor repair work; cleaning and painting of structures; trash removal on a daily basis; cleaning of storm drains in area parks; and landscaping and maintenance work associated with Italian Lake, City Island, Sunken Garden, Swenson Plaza, Reservoir Park, Riverfront Park, Kunkel Plaza, and eight traffic islands, as well as the maintenance of 50,000 shade trees within the City's corporate limits. Additionally, the Bureau assists with set-up and tear-down of all special events programs.

EXPENDITURE ANALYSIS DETAIL 2007 PROPOSED BUDGET				
General Fund		0184 Parks Maintenance		
Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
Salaries-Mgmt	64,154	Director	1	64,154
Salaries-BU	493,063			
Overtime	24,022	Total Management	1	64,154
Fringe Benefits	228,455			
TOTAL	809,694	Stadium Groundskeeper	1	43,423
		Construction Tradesman	1	43,523
OPERATING EXPENSES		Crew Leader IV	1	43,523
		Crew Leader III	1	40,820
Communications	10,800	Landscape Specialist II	1	40,071
Professional Services	0	Landscape Technician I	1	35,942
Utilities	156,600	Motor Equipment Operator	1	35,950
Insurance	0	Tradesman I	2	72,184
Rentals	1,000	Gardener I	1	35,942
Maintenance & Repairs	67,000	Laborer III	3	101,685
Contracted Services	11,250			
Supplies	116,150	Total Bargaining Unit	13	493,063
Minor Capital Equipment	7,200			
TOTAL	370,000	Overtime		24,022
CAPITAL OUTLAY	0	FICA		44,467
GRANTS	0	Healthcare Benefits - Active		173,173
		Healthcare Benefits - Retirees		10,815
TOTAL APPROPRIATION	1,179,694	Total Fringe Benefits		228,455
		TOTAL	14	809,694

DEPARTMENT OF PARKS AND RECREATION

PROGRAM: Bureau of Parks Maintenance

OBJECTIVE: To maintain all City parks, playgrounds, and open space areas.

2004 ACCOMPLISHMENTS:

Since a number of parks and playgrounds were rehabilitated, the amount of time spent on repairs decreased, which allowed staff to dedicate time to grooming existing and expanded facilities. The hiring of specialized staff increased productivity levels, while making Harrisburg's park system more attractive for visitors, residents, and tourists. During the off-season, Parks Maintenance staff concentrated their efforts on tree work in an effort to catch-up on backlog, and snow removal activities, as well as construction of picnic tables, park benches, and other park equipment, as needed.

In addition to routine maintenance activities and construction projects, the Department of Parks and Recreation combated several severe storms, resulting in a large volume of downed trees. On August 4, the City had a tornado that required 257 calls for services over and above our routine calls. Then in September, the City was hit by Tropical Depression Ivan which severely damaged facilities on City Island and embankments along Riverfront Park. Over the winter months, the Bureau chipped up 1,042 christmas trees, and cleaned-up damaged facilities due to Tropical Depression Ivan. In addition, 17 trees were planted on Arbor Day.

The Bureau repainted several offices within the City Government Center (Parks and Recreation, Police Bureau, Operations & Revenue, and Special Events), as well as assisted with snow removal, when needed.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
Miscellaneous maintenance tasks performed	178	178	178	178	178
Acres maintained ^a	450	450	450	450	450
Trash and debris disposed of during summer months and festivals (tons)	465	487	498	500	510
Tree requests received (routine) ^b	339	211	220	200	250
Tree requests answered ^c	309	164	150	110	220

Notes:

- a Does not include natural areas within the 1,200 acre Capital Area Greenbelt Project, which will exceed 20.1 miles when completed.
- b Does not include calls resulting from storms.
- c Does not include the number of permits issued or the number of notices sent.



GENERAL EXPENSES

This group of accounts is used to reflect all expenses in the General Fund which are not directly related to any one particular departmental operation. Examples include specific personnel costs, such as pension plan contributions, employee severance pay, workers' compensation, loss/time medical payments, and other miscellaneous expenses, including telephone services, insurance(s), and various subsidies and grants to local units.

TRANSFERS TO OTHER FUNDS

This group of accounts is used to reflect transfers to other City funds and related entities, either to fund for payment of general obligation debt or to supplement operations.

EXPENDITURE ANALYSIS SUMMARY 2007 PROPOSED BUDGET

	2003 Actual	2004 Actual	2005 Actual	2006 Approved Budget	2006 Projected	2007 Proposed Budget
0188 GENERAL EXPENSES						
Personnel Services	1,138,425	585,988	683,017	1,383,694	921,600	1,488,440
Operating Expenses						
Communications	179,708	180,619	139,638	117,400	137,050	140,400
Professional Fees	94,560	135,611	19,480	231,200	249,300	65,000
Insurance	623,345	862,454	856,891	798,500	761,500	859,900
Contracted Services	78,381	65,171	161,879	200,625	172,800	104,850
Supplies	158	0	2,234	0	4,000	0
Minor Capital Equipment	0	0	1,474	0	2,400	0
Total Operating Expenses	976,151	1,243,854	1,181,596	1,347,725	1,327,050	1,170,150
Capital Outlay	65,477	0	0	0	0	0
Subsidies and Grants	945,691	546,895	501,476	459,963	441,863	409,963
Cash Over/Under	(438)	0	0	0	0	0
Uncollectible Accounts	0	0	0	0	0	0
Refund of Prior Year Revenue	0	0	0	0	0	0
Fines and Settlements	0	0	0	0	514,380	0
Payment of Prior Year Expenditures	0	0	0	0	1,123,246	379,773
E.M.S. Tax Eligible Expenses	0	0	1,328,402	0	0	0
TRAN Costs	0	0	0	0	20,085	0
Repayment of Federal Grants Fund	0	0	0	0	0	1,539,540
Repayment of Workers' Comp. Fund	0	0	0	0	0	250,000
Audit Exceptions	0	0	46,204	0	0	0
Total General Expenses	<u>3,125,307</u>	<u>2,376,737</u>	<u>3,740,694</u>	<u>3,191,382</u>	<u>4,348,224</u>	<u>5,237,866</u>
0189 TRANSFERS TO OTHER FUNDS						
Debt Service Fund	8,277,764	8,727,045	8,788,166	8,851,933	8,851,993	5,722,327
Emergency Reserve Fund	0	0	0	0	0	285,316
Total Transfers	<u>8,277,764</u>	<u>8,727,045</u>	<u>8,788,166</u>	<u>8,851,933</u>	<u>8,851,993</u>	<u>6,007,643</u>

EXPENDITURE ANALYSIS DETAIL
2007 PROPOSED BUDGET

General Fund

0188 General Expenses

Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Approved Budget	2006 Projected	2007 Proposed Budget
WAGES/BENEFITS						
Salaries/Wages/Benefits	180,087	191,095	234,970	287,940	197,880	91,940
Early Retirement	0	0	0	0	0	0
Sick Leave Buy-Back	7,488	7,634	6,587	7,700	4,980	7,700
Severance Pay	264,618	274,994	259,407	300,000	145,000	416,700
Medicare	1,506	161	0	0	0	0
Unemployment Compensation	68,154	59,743	84,700	95,400	86,300	416,000
TOTAL WAGES/BENEFITS	521,852	533,627	585,663	691,040	434,160	932,340
WORKERS' COMPENSATION						
Workers' Compensation Adj. Fees	66,730	21,287	25,842	42,280	24,400	42,000
Loss Time & Medical	486,335	(51,705)	(8,489)	567,154	384,000	428,100
State Fees/Assessments	18,717	30,355	30,779	25,300	16,300	22,000
Excess Policy & Bond	44,791	58,934	57,784	57,920	62,740	64,000
Excess Policy/Other Recoveries	0	0	0	0	0	0
TOTAL WORKERS COMP.	616,573	58,871	105,916	692,654	487,440	556,100
PENSION CONTRIBUTIONS						
Police Pension	0	(6,510)	(8,563)	0	0	0
Fire Pension	0	0	0	0	0	0
Non-Unif. Pension	0	0	0	0	0	0
TOTAL PENSION CONTRIB.	0	(6,510)	(8,563)	0	0	0
TOTAL PERSONNEL SERVICES	1,138,425	585,988	683,017	1,383,694	921,600	1,488,440
COMMUNICATIONS						
Advertising	2,228	354	319	2,000	450	2,000
Printing & Report Binding	0	0	2,351	2,000	2,000	2,000
Telephone/Pagers	176,711	180,140	135,257	111,600	132,000	134,200
Email	0	125	0	0	0	0
Postage	769	0	1,711	1,800	2,600	2,200
TOTAL COMMUNICATIONS	179,708	180,619	139,638	117,400	137,050	140,400
PROFESSIONAL FEES						
Legal Fees	8,453	15,031	2,601	25,000	12,800	25,000
Consulting	70,340	103,269	(15,724)	86,200	116,500	30,000
Other	15,767	17,311	32,603	120,000	120,000	10,000
TOTAL PROFESSIONAL FEES	94,560	135,611	19,480	231,200	249,300	65,000

EXPENDITURE ANALYSIS DETAIL
2007 PROPOSED BUDGET

General Fund

0188 General Expenses

Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Approved Budget	2006 Projected	2007 Proposed Budget
INSURANCE						
Stop Loss - Premium	0	156,178	185,536	185,100	235,000	313,200
Automobile - Premium	103,922	120,772	155,940	154,200	139,600	136,800
Automobile - Deductible	23,842	19,860	8,887	25,000	12,000	25,000
General Liability - Premium	202,667	204,319	182,698	173,800	162,500	156,100
General Liability - Deductible	1,969	19,710	38,041	25,000	24,000	25,000
Boiler & Machinery - Premium	1,382	1,637	946	2,100	0	0
Property & Crime - Premium	46,754	49,561	55,352	41,000	54,100	41,400
Property & Crime - Deductible	(1,556)	0	0	25,000	1,500	2,500
Inland Marine - Premium	33,993	43,835	38,794	41,000	36,600	41,400
Flood - Premium	11,810	12,508	14,230	15,600	13,100	18,300
Police Professional Liability - Premium	0	(291)	(1,175)	0	0	0
Police Professional Liability - Deductible	0	0	0	0	0	0
Public Official Liability - Premium	126,660	136,153	65,565	36,500	33,500	32,000
Public Official Liability - Deductible	9,927	12,390	38,858	25,000	4,500	25,000
Excess Liability - Premium	58,764	79,600	66,788	41,800	38,500	36,800
Terrorism - Premium	3,211	6,222	6,431	7,400	6,600	6,400
TOTAL INSURANCE	623,345	862,454	856,891	798,500	761,500	859,900
CONTRACTED SERVICES						
Maintenance Service Contract	14,981	23,957	24,725	27,600	25,600	28,300
Bank Administration/Trustee Fees	15,793	12,938	7,130	13,000	5,200	7,200
Travel	344	350	622	500	500	500
Conference	0	0	540	0	0	0
Membership Dues	18,608	18,613	18,618	18,700	18,400	18,700
Catastrophic Event Disaster Recovery	2,664	2,664	4,528	10,400	7,800	9,900
Miscellaneous	25,744	1,695	101,514	125,175	110,200	35,000
Bank Service Charges	247	4,954	4,204	5,250	5,100	5,250
TOTAL CONTRACTED SERVICES	78,381	65,171	161,879	200,625	172,800	104,850
SUPPLIES & EXPENSES						
Miscellaneous	158	0	2,234	0	4,000	0
TOTAL SUPPLIES & EXPENSES	158	0	2,234	0	4,000	0
MINOR CAPITAL EQUIPMENT						
Office Equipment	0	0	1,474	0	2,400	0
TOTAL MINOR CAPITAL EQUIPMENT	0	0	1,474	0	2,400	0
TOTAL OPERATING	976,151	1,243,854	1,181,596	1,347,725	1,327,050	1,170,150
CAPITAL OUTLAY						
Lease/Purchase Capital Equipment	62,965	0	0	0	0	0
Miscellaneous	2,512	0	0	0	0	0
TOTAL CAPITAL OUTLAY	65,477	0	0	0	0	0

EXPENDITURE ANALYSIS DETAIL
2007 PROPOSED BUDGET

General Fund

0188 General Expenses

Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Approved Budget	2006 Projected	2007 Proposed Budget
SUBSIDIES & GRANTS						
Grants to Local Units	125,000	27,000	88,000	79,500	81,400	29,500
Dauphin County Library	50,000	50,000	50,000	50,000	50,000	50,000
Capital Area Transit	598,912	243,168	243,168	250,463	250,463	250,463
Community Life Team	100,000	0	0	0	0	0
Downtown Improvement District (DID)	21,779	21,847	19,542	20,000	0	20,000
Harrisburg Regional Chamber	50,000	50,000	60,000	60,000	60,000	60,000
Councilmanic Special Projects	0	154,880	40,766	0	0	0
TOTAL SUBSIDIES & GRANTS	945,691	546,895	501,476	459,963	441,863	409,963
Cash Under/Over	(438)	0	0	0	0	0
Uncollectible Accounts	0	0	0	0	0	0
Refund of Prior Year Revenue	0	0	0	0	0	0
Fines and Settlements	0	0	0	0	514,380	0
Payment of Prior Year Expenditures	0	0	0	0	1,123,246	379,773
E.M.S. Tax Eligible Expenses	0	0	1,328,402	0	0	0
TRAN Costs	0	0	0	0	20,085	0
Repayment of Federal Grants Fund	0	0	0	0	0	1,539,540
Repayment of Workers' Compensation Fund	0	0	0	0	0	250,000
Audit Exceptions	0	0	46,204	0	0	0
TOTAL GENERAL EXPENSES	<u>3,125,307</u>	<u>2,376,737</u>	<u>3,740,694</u>	<u>3,191,382</u>	<u>4,348,224</u>	<u>5,237,866</u>

STATE LIQUID FUELS TAX FUND

The State Liquid Fuels Tax Fund is funded by an annual Commonwealth of Pennsylvania State Liquid Fuels Tax allocation and investment income. This fund is used to account for state aid revenue used primarily for building, improving, and maintaining city roads and bridges in accordance with policies and procedures of the County Liquid Fuels Tax Act of 1931 and the Liquid Fuels Tax Act 655 of 1956 of the Commonwealth of Pennsylvania.

RESOURCE ALLOCATION 2007 PROPOSED BUDGET			
RESOURCES		APPROPRIATIONS	
INVESTMENT INCOME	14,500	MAINTENANCE	909,247
LIQUID FUELS TAX RECEIPTS	872,147		
FUND BALANCE APPROPRIATION	22,600		
TOTAL RESOURCES	<u>909,247</u>	TOTAL APPROPRIATION	<u>909,247</u>

STATE LIQUID FUELS TAX FUND
2007 PROPOSED BUDGET

Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Approved Budget	2006 Projected	2007 Proposed Budget
REVENUE ANALYSIS SUMMARY						
Investment Income	4,293	4,952	13,699	6,200	12,300	14,500
Liquid Fuels Tax Receipts	754,849	769,518	790,591	839,774	846,057	872,147
Road Turnback Program	0	0	0	0	0	0
TOTAL REVENUE	<u>759,142</u>	<u>774,470</u>	<u>804,290</u>	<u>845,974</u>	<u>858,357</u>	<u>886,647</u>
Fund Balance Appropriation	44,016	82,138	85,054	10,583	10,583	22,600
TOTAL RESOURCES	<u>803,158</u>	<u>856,608</u>	<u>889,344</u>	<u>856,557</u>	<u>868,940</u>	<u>909,247</u>
REVENUE ANALYSIS DETAIL						
Interest-Savings Account	146	170	298	200	300	500
Interest-Other	4,147	4,782	13,401	6,000	12,000	14,000
Liquid Fuels Tax Receipts	754,849	769,518	790,591	839,774	846,057	872,147
Road Turnback Program	0	0	0	0	0	0
TOTAL REVENUE	<u>759,142</u>	<u>774,471</u>	<u>804,290</u>	<u>845,974</u>	<u>858,357</u>	<u>886,647</u>
Fund Balance Appropriation	44,016	82,138	85,054	10,583	10,583	22,600
TOTAL RESOURCES	<u>803,158</u>	<u>856,609</u>	<u>889,344</u>	<u>856,557</u>	<u>868,940</u>	<u>909,247</u>
EXPENDITURE ANALYSIS SUMMARY						
Personnel Services	484,927	488,294	503,211	0	0	0
Operating Expenses	206,699	228,627	299,058	792,494	782,234	844,575
Capital Outlay	0	0	0	0	0	0
Transfers	111,371	82,630	62,662	64,063	64,063	64,672
TOTAL EXPENDITURES	<u>802,997</u>	<u>799,551</u>	<u>864,931</u>	<u>856,557</u>	<u>846,297</u>	<u>909,247</u>

EXPENDITURE ANALYSIS DETAIL
2007 PROPOSED BUDGET

Special Revenue Fund

2020 State Liquid Fuels

Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
Salaries-Mgmt	0			
Salaries-BU	0			
Overtime	0			
Fringe Benefits	0			
Miscellaneous	0	Total Management	<u>0.00</u>	<u>0</u>
TOTAL	<u>0</u>			
OPERATING EXPENSES				
Communications	0	Total Bargaining Unit	<u>0</u>	<u>0</u>
Professional Services	0			
Utilities	545,375			
Insurance	0	Overtime		<u>0</u>
Rentals	0			
Maintenance & Repairs	40,000	FICA		
Contracted Services	0	Healthcare Benefits - Active		
Supplies	259,200	Healthcare Benefits - Retirees		
Minor Capital Equipment	0			
TOTAL	<u>844,575</u>	Total Fringe Benefits		<u>0</u>
CAPITAL OUTLAY	0	Sick Leave Buy-Back		
TRANSFERS	64,672	Severance Pay		
		Unemployment Compensation		
		Workers' Compensation		
		Loss/Time Medical		
		State Fees		
TOTAL APPROPRIATION	<u>909,247</u>	Excess Policy & Bond		
		Non-Uniformed Pension		
		Total Miscellaneous		<u>0</u>
		TOTAL	<u>0.00</u>	<u>0</u>

**COMMUNITY DEVELOPMENT BLOCK GRANT FUND (CDBG)
2006 - 2007 PROGRAM YEAR BUDGET SUMMARY, YEAR XXXII**

DEPARTMENT OF BUILDING AND HOUSING DEVELOPMENT

BUREAU OF HOUSING DEVELOPMENT

The Bureau of Housing carries out a variety of community and residential development activities to revitalize Harrisburg's neighborhoods. The Bureau is funded primarily by the Community Development Block Grant. The Bureau maximizes the use of federal, state, and local funds, as well as private resources in achieving its objectives. The Bureau's housing programs include the Home Improvement Program (assistance for low- and moderate-income homeowners), the Homeownership Opportunities Program (rehabilitation of vacant houses), the Homeownership Impact Loan Program (first-time homebuyer assistance), and the Section-8 Rental Rehabilitation Program (lead-paint hazard control). The Bureau seeks to stimulate private investment in City real estate through rehabilitation of vacant structures and disposition of vacant lots. The Bureau sponsors several programs designed to encourage community involvement in neighborhood improvement and beautification efforts. These include the Adopt-A-Lot Urban Gardening Program and the Adopt-A-Block Beautification Program.

The Bureau also promotes and facilitates private development of quality housing in Harrisburg's Neighborhoods. Ongoing projects include Capitol Heights, the Residences and Townhomes at Governor's Square, Marketplace Townhomes, and the Mt. Pleasant Apartments project. The Bureau works in cooperation with the Office of the City Engineer to implement major public infrastructure improvements in support of housing and community development. Prior to the actual development phase, staff works to assemble land and request proposals for new housing development initiatives. The Bureau works closely with developers to promote quality construction that will expand the City's tax base and grow its population.

Along with its relationships with private developers, the Bureau supports the housing development efforts of private non-profit agencies by providing federal, state, and local funds and/or properties to organizations such as Tri-County Housing Development Corporation, Wesley Union CDC, and Habitat for Humanity. The Bureau also directs Emergency Shelter Grant funds to agencies providing shelter and other assistance to homeless persons, including the YWCA, Shalom House, and Christian Churches United. The Bureau has provided funding for repairs or improvements to community facilities such as Camp Curtin YMCA, Hamilton Health Center, Mount Pleasant Hispanic American Center, etc. Bureau staff assist non-profits by providing technical guidance on project management, budgeting, and the numerous grant compliance issues such as eligibility of expenditures, procurement of contractors and services, affirmative action, and conflict of interest. The Bureau provides loans to for-profit developers of affordable rental housing, and scattered site rental rehabilitation projects.

The Bureau of Housing administers an aggressive Lead Paint Hazard Control Program to reduce lead paint hazards in the older homes of low and moderate-income owner-occupants. Under a cooperation agreement with the City, Pinnacle Health Childhood Lead Poisoning Prevention Center provides blood testing of children and lead paint testing in homes. The Bureau uses certified contractors who are qualified to carry out lead paint hazard control. This program is funded by a \$3 million, 42-month grant from the U.S. Department of HUD and a \$530,000, 42-month grant from the PA Department of Health. In 1999, the effort was expanded to include rental housing development sponsored by non-profit organizations. In 2001, the effort was again expanded to include rental housing leased by Section-8 tenants. The program received a national "Best Practices" Award from the U.S. Department of Housing and Urban Development.

The Housing Bureau provides all staff support for the Harrisburg Redevelopment Authority's (HRA) acquisition and disposition activities, most of which support City initiatives such as Homeownership Opportunities Program, Capitol Heights, Market Place, Governor's Square, and Mount Pleasant Apartments projects. The Bureau staff manages and maintains the majority of Redevelopment Authority properties prior to sale to developers or homeowners. The Bureau also participates in community based planning processes such as Consolidated Plan (for federal housing and community development grants), and the Continuum of Care, a strategy for addressing homelessness.

Bill No. 12-2006

An ordinance appropriating Community Development Block Grant funds from the United States Department of Housing and Urban Development for Fiscal Year 2006 and authorizing expenditure of such funds.

NOW THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF HARRISBURG, AND IT IS HEREBY ENACTED BY AUTHORITY OF THE SAME, as follows:

SECTION 1. The City of Harrisburg's 2005-2010 Consolidated Plan provides the City a comprehensive vision for the use of federal funds that encompasses a description of the needs related to affordable housing, infrastructure, fair housing, economic development and helping the homeless. Through a process of consultation with the community, the City has developed Goals and Objectives for addressing these needs. The Consolidated Plan charts a strategic course of action for revitalization and community development. Benchmarks for performance under the specific goals and objectives have been established by which the City and its Citizens can track the performance of the programs established by the City.

The Consolidated Plan meets the application requirements of the U.S. Department of Housing and Urban Development (HUD) for the Community Development Block Grant program (CDBG), the HOME Investment Partnership Program (HOME) and the Emergency Shelter Grant Program (ESG). The City of Harrisburg is a formula grantee and receives funding each year in October for the new program year.

SECTION 2. Community Development Block Grant (“CDBG”) funds for Fiscal Year 2006

of \$2,152,402.00 and Program Income of \$350,000.00 shall be appropriated as follows:

<u>Activity</u>	<u>Appropriation</u>
Homeownership Opportunities Program	\$ 1,000,000.00
Land Assembly	\$ 35,000.00
HELP - Home Emergency and Lead Repair Program	\$ 70,000.00
Habitat for Humanity Single Family Rehabilitation and Resale	\$ 20,000.00
Habitat for Humanity - Home Repair	\$ 20,000.00
Christian Churches United (Safe Haven)	\$ 100,000.00
Emergency Demolition	\$ 365,000.00
CDBG Administration and Indirect Costs	\$ 471,281.00
Debt Service	\$ 371,121.00
Community Facility Improvements	
<u>Camp Curtin YMCA (facility improvement)</u>	\$ 50,000.00
Total CDBG:	\$2,502,402.00

SECTION 3. The Department of Building and Housing Development is authorized to submit the Annual Action Plan for the City's 2006-2007 allocation of Community Development Block Grant funds for Fiscal Year 2006 to the appropriate agency in order to obtain Community Development Block Grant funds.

SECTION 4. Of the \$365,000.00 allocated for Emergency Demolition, City Council reserves \$100,000.00 of said funds for demolition of condemned structures specifically designated by City Council. By resolution, City Council will direct the Department of Building and Housing as to which structures are to be demolished.

SECTION 5. **DELEGATION.**

Appropriate City officials are authorized and directed to take such actions as are necessary to effectuate this ordinance.

SECTION 6. **SEVERABILITY.**

If any provision, sentence, clause, section or part of this ordinance or the application thereof to any person or circumstances is for any reason found to be unconstitutional, illegal or invalid by a court of competent jurisdiction, such unconstitutionality, illegality or invalidity shall not affect or impair any of the remaining provisions, sentences, clauses, section or part of this ordinance. It is hereby declared as the intent of the Council of the City of Harrisburg that this ordinance would have been adopted had such unconstitutional, illegal or invalid provision, sentence, clause, section or part not been included herein.

SECTION 7. **REPEALER.**

All ordinances or parts of ordinances in conflict herewith be and the same are hereby repealed.

SECTION 8. **EFFECTIVE DATE.**

This ordinance shall take effect in accordance with the law.

Second by: Gloria Martin Roberts

PASSED by City Council on July 11, 2006

SIGNED by the Mayor on July 13, 2006

Ord 9-2006 Amended dbg funds-hudfy2006
Idrive-Bills2006

Bill No. 13-2006

An ordinance appropriating HOME Investment Partnerships Program (HOME) funds from the United States Department of Housing and Urban Development for Fiscal Year 2006 and authorizing expenditure of such funds.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF HARRISBURG, AND IT IS HEREBY ENACTED BY AUTHORITY OF THE SAME, as follows:

SECTION 1. The City of Harrisburg's 2005-2010 Consolidated Plan provides the City a comprehensive vision for the use of federal funds that encompasses a description of the needs related to affordable housing, infrastructure, fair housing, economic development and helping the homeless. Through a process of consultation with the community, the City has developed Goals and Objectives for addressing these needs. The Consolidated Plan charts a strategic course of action for revitalization and community development. Benchmarks for performance under the specific goals and objectives have been established by which the City and its Citizens can track the performance of the programs established by the City.

The Consolidated Plan meets the application requirements of the U.S. Department of Housing and Urban Development (HUD) for the Community Development Block Grant program (CDBG), the

HOME Investment Partnership Program (HOME) and the Emergency Shelter Grant Program (ESG). The City of Harrisburg is a formula grantee and receives funding each year in October for the new program year.

SECTION 2. HOME Investment Partnership Program (HOME) funds for Fiscal Year 2006 of \$587,011.00 and Program Income of \$20,000.00 shall be appropriated as follows:

<u>Activity</u>	<u>Appropriation</u>
Grant Administration	\$ 60,701.00
HIP - Home Improvement Program	\$ 346,310.00
TriCounty HDC Capital Corridors SF Rehab	\$ 100,000.00
Tri-County HDC - Homeownership Choice	\$100,000.00
Total HOME	\$ 607,011.00

SECTION 3. The Department of Building and Housing Development is authorized to submit the Annual Action Plan for the City's 2006-2007 allocation of Home Investment Partnerships Program funds for Fiscal Year 2006 to the appropriate agency in order to obtain HOME Investment Partnerships Program funds.

SECTION 4. **DELEGATION.**

Appropriate City officials are authorized to take such actions as are necessary to effectuate this ordinance.

SECTION 5. **SEVERABILITY.**

If any provision, sentence, clause, section or part of this ordinance or the application thereof to any person or circumstance is for any reason found to be unconstitutional, illegal or invalid by a court of

competent jurisdiction, such unconstitutionality, illegality or invalidity shall not affect or impair any of the remaining provisions, sentences, clauses, sections or parts of this ordinances. It is hereby declared as the intent of the Council of the City of Harrisburg that this ordinance would have been adopted had such unconstitutional, illegal or invalid provision, sentence, clause, section or part not been included herein.

SECTION 6. REPEALER.

All ordinances or parts of ordinances in conflict herewith be and the same are hereby repealed.

SECTION 7. EFFECTIVE DATE.

This ordinance shall take effect in accordance with the law.

Seconded by: Gloria Martin Roberts

PASSED by City Council on July 11, 2006

SIGNED by the Mayor on July 13, 2006

Ord 10-2006-homeinvestment program 2006

I-drive-bills-ord-2006

Bill No. 14 – 2006

An ordinance appropriating Emergency Shelter Grant Program funds from the United States Department of Housing and Urban Development for Fiscal Year 2006 and authorizing expenditure of such funds.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF HARRISBURG, AND IT IS HEREBY ENACTED BY AUTHORITY OF THE SAME, as follows:

SECTION 1. The City of Harrisburg's 2005-2010 Consolidated Plan provides the City a comprehensive vision for the use of federal funds that encompasses a description of the needs related to affordable housing, infrastructure, fair housing, economic development and helping the homeless. Through a process of consultation with the community, the City has developed Goals and Objectives for addressing these needs. The Consolidated Plan charts a strategic course of action for revitalization and community development. Benchmarks for performance under the specific goals and objectives have been established by which the City and its Citizens can track the performance of the programs established by the City.

The Consolidated Plan meets the application requirements of the U.S. Department of Housing and Urban Development (HUD) for the Community Development Block Grant program

(CDBG), the HOME Investment Partnership Program (HOME) and the Emergency Shelter Grant Program (ESG). The City of Harrisburg is a formula grantee and receives funding each year in October for the new program year.

SECTION 2. Emergency Shelter Grant Program funds for Fiscal Year 2006 of \$92,036.00 shall be appropriated as follows:

<u>Activity</u>	<u>Appropriation</u>
Shalom House Operations	\$ 32,036.00
Christian Churches United/H.E.L.P.	\$ 60,000.00
Total ESG	\$92,036.00

SECTION 3. The Department of Building and Housing Development is authorized to submit the Annual Action Plan for the City's 2006-2007 allocation of Emergency Shelter Grant funds for Fiscal Year 2006 to the appropriate agency in order to obtain Emergency Shelter Grant funds.

SECTION 4. **DELEGATION.**

Appropriate City officials are authorized to take such actions as are necessary to effectuate this ordinance.

SECTION 5. **SEVERABILITY.**

If any provision, sentence, clause, section or part of this ordinance or the application thereof to any person or circumstance is for any reason found to be unconstitutional, illegal or invalid by a court of competent jurisdiction, such unconstitutionality, illegality or invalidity shall not affect or impair any of the remaining provisions, sentences, clauses, sections or parts of this ordinances. It is hereby declared as the intent of the Council of the City of Harrisburg that this ordinance would have been adopted had such unconstitutional, illegal or invalid provision, sentence, clause, section or part not been included herein.

SECTION 6. REPEALER.

All ordinances or parts of ordinances in conflict herewith be and the same are hereby repealed.

SECTION 7. EFFECTIVE DATE.

This ordinance shall take effect in accordance with the law.

Seconded by: Gloria Martin Roberts

PASSED by City Council on July 11, 2006

SIGNED by the Mayor on July 13, 2006

Ord 11-2006-ESG-hud grant program2006
Idrive-bills 2006

DEBT SERVICE FUND

The Debt Service Fund is used to account for the accumulation of resources, principally transfers from the General, Capital Projects, and State Liquid Fuels Tax Funds, for the payment of general long-term obligation principal, interest, and related costs.

OVERVIEW

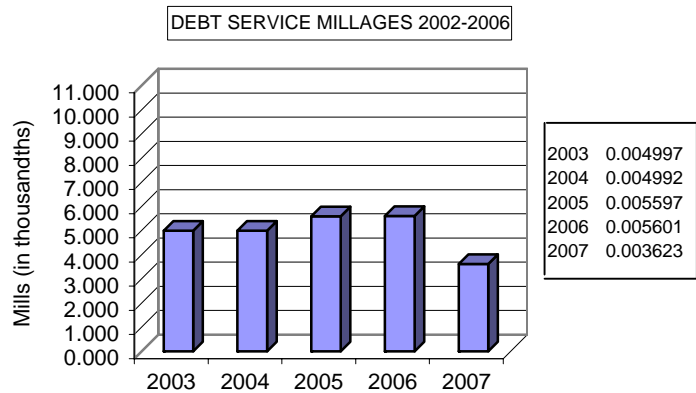
The City currently has five debt issues outstanding of a general obligation nature. These issues are ultimately secured by the full faith, credit and taxing power of the City. They bear interest, payable semiannually or annually, at rates varying from 1.59% to 7.64%. The first four of these debt issues are insured and have an "Aaa" rating from Moody's and an "AAA" rating from Standard & Poor's. The following is a description of the debt issues currently outstanding and the projects they financed:

1. **1995 Federally Taxable General Obligation Bonds, Series A and B.** This \$35,734,416 issue was approved by City Council on December 5, 1995, to fund the City's unfunded actuarial accrued pension liability with deposits to the applicable City pension plans and for the payment of all costs and expenses related to the issuance of the Bonds. The Series A Bonds (\$33,394,416) and Series B Bonds (\$2,340,000), dated December 15, 1995, have 20-year and 11-year terms, respectively, and are being repaid by General Fund real estate taxes, pension system state aid, liquid fuels tax receipts, and user fees from the Sewer Utility Fund on a pro-rata share basis.
2. **1997 General Obligation Refunding Bonds, Series D.** This \$24,891,722 issue was approved by City Council on November 25, 1997, to advance refund the City's \$22,195,000 General Obligation Bonds, Series B-1 of 1997 in whole, to fund certain capital projects of the City, and to pay costs of issuance related to the Bonds. The B-1 Bonds were issued to retire the City's \$15,000,000 G.O. Note, Series A of 1995, issued to the Emmaus Bond Pool Program (EPIII); and to pay for the costs and expenses of a National Civil War Museum, certain street repaving and repairs, and certain parking facilities. The Series D Bonds have a term of 25 years and are being repaid from General Fund real estate taxes.
3. **1997 General Obligation Refunding Notes, Series F.** This \$26,632,303 issue was approved by City Council on November 25, 1997, to currently refund all of the City's \$25,000,000 General Obligation Bonds, Series 1995, which proceeds paid in full on March 1, 1995; the City's \$25,000,000 G.O. Note, Series A of 1992, issued to Emmaus General Authority Bond Pool Program (EPII); to pay for costs and expenses of a National Civil War Museum, certain street/alley repaving/reconstruction and other certain capital projects of the City and to pay costs of issuance related to the Notes. The Notes, dated December 1, 1997, have a term of 25 years and are being repaid from General Fund real estate taxes.
4. **1997 Federally Taxable General Obligation Bonds, Series A1.** This \$8,000,000 issue was approved by City Council on April 8, 1997, to retire the City's \$7,200,000 Federally Taxable General Obligation Notes, Series A of 1996, issued to finance the purchase of the Harrisburg Senator's AA Baseball Team. The Series A1 Bonds also funded construction of a new scoreboard and other stadium improvements. The Bonds have a 12-year term and are being repaid from team revenues and General Fund real estate taxes. It is anticipated that these bonds will be repaid, in full, in 2007 with proceeds from the sale of the baseball team.
5. **2003 General Obligation Notes, Series A, B and C.** These notes, totaling \$627,800, were approved by City Council on June 10, 2003, for the purpose of providing funds to apply for and towards various transportation infrastructure improvement projects including the Hamilton Street Intersection Project at Sixth Street, the State Street Intersection Project at Reservoir Park, and the purchase and installation of energy-saving LED traffic signal lenses for approximately 24 intersections in the City. These Notes have a term of 10 years and are being repaid from General Fund real estate taxes.

DEBT MANAGEMENT

The City structures its debt service (principal, interest, and related costs) at a fixed level of expenditure by which to budget. Financing the debt somewhat evenly over the useful life of the project not only enables the cost to be spread equitably to all who benefit from the project, current and future, but also keeps expenditures relatively constant year after year.

Debt Service requirements not otherwise provided for are appropriated in the year in which they are due. As part of the annual tax levy ordinance, the City designates property tax millage sufficient to fund for the payment of debt service on general obligation indebtedness. As the chart indicates, for 2007, this levy is 3.623 mills, or \$0.3623 on each \$100.00 of assessed value. The City does not designate, nor is required to designate, additional millage to fund for future year debt service reserves.



For revenue bond indebtedness, current operating revenues (primarily utility user fees) are budgeted to fund the debt service requirement. Since the City operates the water and sewer systems and the HRRF on behalf of THA, related revenue bond debt service is budgeted in each respective utility fund.

Historically, the City has only issued bonds for capital improvements (or refundings/refinancing related thereto) and notes for bond anticipation purposes. Short-term borrowing, such as lease/purchase contracts, is considered and occasionally utilized for financing capital equipment and rolling stock purchases when it is determined to be in the City's financial interest.

In recognition of the City's policy and procedures to provide continuing and improved financial disclosure to investors of City debt issues, the National Federation of Municipal Analysts granted its Award of Recognition to the City in 1993.

DEBT SERVICE FUND
RESOURCE ALLOCATION
2007 PROPOSED BUDGET

RESOURCES		APPROPRIATIONS	
INVESTMENT INCOME	1,000	DEBT SERVICE	7,561,531
GAIN ON SALE OF ASSETS	848,532		
CITY GUARANTEE FEES	925,000		
TRANSFERS	5,786,999		
FUND BALANCE APPROPRIATION	0		
TOTAL RESOURCES	<u>7,561,531</u>	TOTAL APPROPRIATION	<u>7,561,531</u>

DEBT SERVICE AS A PERCENTAGE OF GENERAL EXPENDITURES

	2003 <u>Actual</u>	2004 <u>Actual</u>	2005 <u>Actual</u>	2006 <u>Projected</u>	2007 Proposed <u>Budget</u>
Debt Service	8,783,389	8,874,926	8,850,828	8,916,996	7,561,531
General Expenditures*	54,563,095	54,218,488	58,719,917	62,857,595	59,232,564
Percentage	16.10%	16.37%	15.07%	14.19%	12.77%

* Includes General Fund expenditures plus transfers.

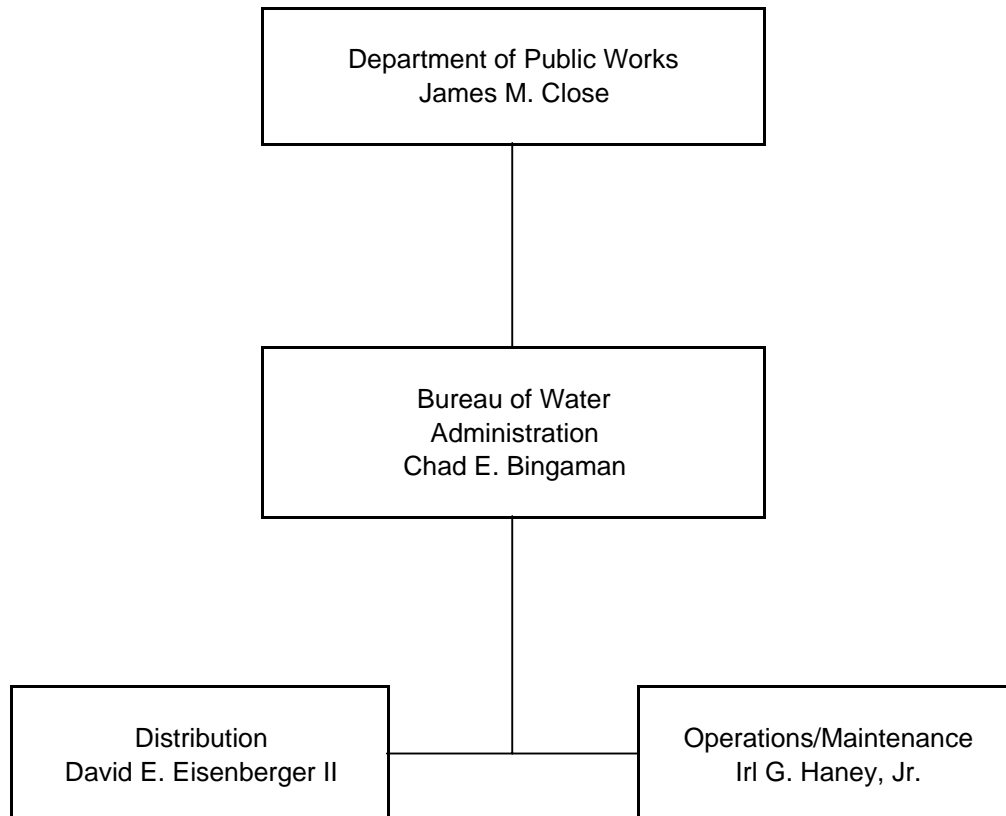
The above chart entitled "Debt Service as a Percentage of General Expenditures" compares total debt service paid out of the Debt Service Fund each of the last four years to General Fund expenditures and transfers over the same period of time.

DEBT SERVICE FUND
2007 PROPOSED BUDGET

	2003 Actual	2004 Actual	2005 Actual	2006 Approved Budget	2006 Projected	2007 Proposed Budget
REVENUE ANALYSIS DETAIL						
Interest on Savings Account	974	1,263	3,401	1,000	2,000	1,000
Interest on Other Investments	34	11	28	0	15	0
Gain on Sale of Investments	0	0	0	0	0	0
Gain on Sale of Assets	0	0	0	0	0	848,532
Miscellaneous	0	33,171	0	0	0	0
City Guarantee Fees	0	0	0	0	0	925,000
Transfers-General Fund	8,277,764	8,727,045	8,788,166	8,851,933	8,850,919	5,722,327
Transfers-Capital Projects Fund	270,000	0	0	0	0	0
Transfers-State Liquid Fuels Tax Fund	111,371	82,630	62,662	64,063	64,063	64,672
Transfers-Sanitation Fund	0	0	0	0	0	0
Transfers-Incineration Fund	0	0	0	0	0	0
TOTAL REVENUE	8,660,143	8,844,120	8,854,257	8,916,996	8,916,997	7,561,531
Fund Balance Appropriation	123,246	30,806	0	0	0	0
TOTAL RESOURCES	8,783,389	8,874,926	8,854,257	8,916,996	8,916,997	7,561,531

EXPENDITURE ANALYSIS DETAIL						
Principal Retirements	7,725,848	8,317,864	8,198,283	6,751,912	6,751,912	4,764,739
Interest Expense	947,596	446,917	652,545	2,165,084	2,165,084	2,796,792
Letter of Credit Fees	0	0	0	0	0	0
Capitalized Lease Payments	109,945	110,145	0	0	0	0
Remarketing Fee Reserve	0	0	0	0	0	0
TOTAL EXPENDITURES	8,783,389	8,874,926	8,850,828	8,916,996	8,916,996	7,561,531

BUREAU OF WATER



WATER UTILITY FUND

The Bureau of Water manages and operates the Harrisburg Water System for The Harrisburg Authority under a management agreement which delineates the Bureau's responsibilities as follows: control of operations and maintenance; supervision of employees; contracting and purchasing of supplies and services; making recommendations to the Authority as to rates and charges, extensions, alterations, and improvement to the water system; and preparation and filing of reports. The Harrisburg Water System includes two water supplies, treatment facilities and a distribution system which serves approximately 77,000 people in the City of Harrisburg, Borough of Penbrook, Susquehanna, Swatara and Lower Paxton Townships.

The major revenue sources for this fund are metered water sales and all corresponding utility liens. The Bureau of Water consists of three divisions: Administration, which includes Water Quality and Metering; Distribution; and Operations/Maintenance.

RESOURCE ALLOCATION 2007 PROPOSED BUDGET			
RESOURCES		APPROPRIATIONS	
INVESTMENT INCOME	7,520	ADMINISTRATION	13,833,022
WATER SALES	17,901,735	DISTRIBUTION	1,333,292
METER/VALVE SALES & REPAIRS	520	OPERATIONS/MAINTENANCE	3,186,611
FEES	81,150		
OTHER REVENUE	362,000		
TRANSFER IN -THA	0		
TOTAL RESOURCES	<u>18,352,925</u>	TOTAL APPROPRIATIONS	<u>18,352,925</u>

WATER UTILITY FUND
2007 PROPOSED BUDGET

Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Approved Budget	2006 Projected	2007 Proposed Budget
REVENUE ANALYSIS SUMMARY						
Investment Income	8,153	6,026	# 6,866	6,500	14,908	7,520
Water Sales	14,352,561	13,805,587	13,575,815	15,917,900	15,404,911	17,901,735
Meter/Valve Sales & Repairs	5,583	735	3,721	500	470	520
Fees	60,901	77,499	112,308	69,250	114,927	81,150
Other Revenue	361,179	347,487	370,648	352,000	411,301	362,000
Transfers In - THA	2,021,045	0	3,398,135	1,290,933	1,290,933	0
TOTAL REVENUE	16,809,422	14,237,334	17,467,493	17,637,083	17,237,450	18,352,925
Fund Balance Appropriation	0	0	0	0	0	0
TOTAL RESOURCES	16,809,422	14,237,334	17,467,493	17,637,083	17,237,450	18,352,925

REVENUE ANALYSIS DETAIL						
Interest-Savings Account	6,783	5,970	6,809	6,000	14,898	7,500
Interest-Other	545	56	7	500	10	20
Gain on Sale of Fixed Assets	825	0	50	0	0	0
Unmetered Water Sales (Q)	0	0	0	0	0	657,887
Unmetered Ready-to-Serve (Q)	0	0	0	0	0	63,848
Metered Water Sales	9,626,260	8,972,320	8,694,564	11,035,900	9,641,952	10,720,000
Ready-to-Serve	2,985,015	3,060,159	3,040,560	3,100,000	3,682,771	4,248,000
Sale of Water Meters	5,535	702	3,712	500	420	500
Sale of Water Parts	48	33	9	0	50	20
Fireline Charges	293,882	263,303	274,051	290,000	277,917	280,000
Sale of Conservation Devices	0	0	0	0	0	0
Other Operational Revenue	61,812	71,788	90,134	60,000	124,759	80,000
Water Tapping Fee	5,874	6,900	27,375	7,500	30,025	10,000
Water Service Initiation Fee	500	700	2,150	750	2,100	1,000
Water Restoration	51,742	63,850	75,965	60,000	82,706	70,000
Water Termination Fee	2,784	6,049	126	1,000	96	150
Water Shut Off Deposits	0	0	6,692	0	0	0
Water Sales Liens-Principal	193,153	219,970	244,242	42,800	215,041	180,000
Water Sales Liens-Interest	27,325	33,636	56,579	7,600	66,793	40,000
Metered Susq. Water Sales	1,206,982	1,188,129	1,206,981	1,406,600	1,400,030	1,560,000
Susquehanna Ready-to-Serve	313,828	331,373	332,889	325,000	398,324	432,000
Refund of Expenditures	5,485	12,396	6,463	2,000	8,625	2,000
Transfers In - THA	2,021,045	0	3,398,135	1,290,933	1,290,933	0
TOTAL REVENUE	16,809,422	14,237,334	17,467,493	17,637,083	17,237,450	18,352,925
Fund Balance Appropriation	0	0	0	0	0	0
TOTAL RESOURCES	16,809,422	14,237,334	17,467,493	17,637,083	17,237,450	18,352,925

EXPENDITURE ANALYSIS SUMMARY
2007 PROPOSED BUDGET

	2003 Actual	2004 Actual	2005 Actual	2006 Approved Budget	2006 Projected	2007 Proposed Budget
WATER UTILITY FUND						
<u>0210 ADMINISTRATION</u>						
Personnel Services	439,611	457,773	411,972	379,283	325,403	349,951
Operating Expenses	5,815,633	3,065,287	4,533,188	4,516,219	4,509,304	4,834,144
Capital Outlay	54,612	168,972	224,118	224,120	230,944	130,123
Debt Service	5,060,638	6,219,754	8,098,011	8,151,167	8,151,167	8,169,638
Non-Expenditure Items	0	30,000	0	0	0	349,166
TOTALS	11,370,494	9,941,786	13,267,289	13,270,789	13,216,818	13,833,022
<u>0220 DISTRIBUTION</u>						
Personnel Services	638,301	616,287	625,715	657,563	646,421	709,975
Operating Expenses	1,007,583	409,011	545,216	578,067	568,297	623,317
Capital Outlay	0	0	0	0	0	0
Non-Expenditure Items	0	0	0	0	0	0
TOTALS	1,645,884	1,025,298	1,170,931	1,235,630	1,214,718	1,333,292
<u>0230 OPERATIONS/MAINTENANCE</u>						
Personnel Services	1,073,439	1,077,316	1,070,266	1,102,392	1,108,068	1,070,111
Operating Expenses	2,719,706	1,573,490	1,957,006	2,028,272	2,047,012	2,116,500
Capital Outlay	0	0	0	0	0	0
Non-Expenditure Items	0	83,856	2,000	0	0	0
TOTALS	3,793,145	2,734,662	3,029,272	3,130,664	3,155,080	3,186,611
TOTAL WATER UTILITY FUND						
Personnel Services	2,151,351	2,151,376	2,107,953	2,139,238	2,079,892	2,130,037
Operating Expenses	9,542,922	5,047,788	7,035,410	7,122,558	7,124,613	7,573,961
Capital Outlay	54,612	168,972	224,118	224,120	230,944	130,123
Debt Service	5,060,638	6,219,754	8,098,011	8,151,167	8,151,167	8,169,638
Non-Expenditure Items	0	113,856	2,000	0	0	349,166
TOTAL EXPENDITURES	16,809,523	13,701,746	17,467,493	17,637,083	17,586,616	18,352,925

BUREAU OF WATER
ADMINISTRATION DIVISION

The Administration Division oversees the operation of the Bureau and makes recommendations to The Harrisburg Authority (THA) as required. This division also serves as the first line of response in satisfying the needs of the customer. It serves a major role as a support mechanism to the other divisions of the Bureau of Water. The Administration Division also performs public relations activities such as presentations made to civic and school groups.

Water Quality Administrator is responsible for all monitoring and analysis in accordance with federal, state, and local drinking water regulations. Other duties include submitting reports to state and federal agencies; public relations concerning water quality, distribution, and water conservation; performing bacterial testing; and education.

EXPENDITURE ANALYSIS DETAIL
2007 PROPOSED BUDGET

Utility Fund

0210 Administration

Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
Salaries-Mgmt	147,186	Director	1	60,719
Salaries-BU	77,153	Assistant City Solicitor	0.50	21,829
Overtime	0	Current Planner	0.33	13,568
Fringe Benefits	98,512	Computer Programmer III	0.50	24,837
Miscellaneous	27,100	Water Quality Administrator	1	26,233
TOTAL	<u>349,951</u>	Total Management	<u>3.33</u>	<u>147,186</u>
OPERATING EXPENSES		Paralegal II	1	41,061
		Secretary II	1	36,092
Communications	35,000	Total Bargaining Unit	<u>2</u>	<u>77,153</u>
Professional Services	51,300			
Utilities	0			
Insurance	142,700	Overtime		<u>0</u>
Rentals	0			
Maintenance & Repairs	71,000	FICA		17,545
Contracted Services	4,442,329	Healthcare Benefits - Active		65,372
Supplies	88,300	Healthcare Benefits - Retirees		15,595
Minor Capital Equipment	3,515			
TOTAL	<u>4,834,144</u>	Total Fringe Benefits		<u>98,512</u>
CAPITAL OUTLAY	130,123	Sick Leave Buy-Back		3,000
		Severance Pay		2,000
DEBT SERVICE	8,169,638	Unemployment Compensation		13,500
		Workers' Compensation		1,700
NON-EXPENDITURE ITEMS	349,166	Loss/Time Medical		1,900
		State Fees		1,300
		Excess Policy & Bond		3,700
TOTAL APPROPRIATION	<u><u>13,833,022</u></u>	Non-Uniformed Pension		0
		Total Miscellaneous		<u>27,100</u>
		TOTAL	<u><u>5.33</u></u>	<u><u>349,951</u></u>

BUREAU OF WATER

PROGRAM: Administration Division - Water Quality Unit

OBJECTIVE: To obtain samples of potable water for monitoring and analysis of the quality and complying with state and federal Safe Drinking Water Act regulations.

2004 ACCOMPLISHMENTS:

Harrisburg's water supply met all of the primary and secondary water quality standards of the federal Safe Drinking Water Act.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	FY2002	FY2003	FY2004	FY2005	FY2006
<u>Number of samples collected and analyzed per year:</u>					
Total Coliform Bacteria (Dist. System)	1,064	1,073	1,095	1,080	1,080
Fecal Coliform Bacteria					
(Clarks Creek & DeHart Reservoir)	60	60	60	60	120
Free Chlorine Residual (Distribution System)	1,070	1,070	2,010	1,080	1,080
Free Chlorine Residual (Finished Water)	4,465	4,470	4,490	4,490	4,490
Total Chlorine Residual (Finished Water)	782	790	810	800	800
Total Chlorine Residual (Distribution Water)	520	535	585	545	545
Volatile Organic Chemicals	1	1	1	1	1
Radionuclides (Finished Water) ^a	1	1	1	N/A	N/A
pH (Finished Water)	4,380	4,380	4,500	4,450	4,450
pH (Raw Water)	1,460	1,460	1,470	1,650	1,650
pH (Distribution System)	540	520	560	545	545
Fluoride (Finished Water)	730	730	730	730	730
Total Trihalomethanes (Distribution System)	16	16	16	16	32
Iron (Raw Water) 2 x day	730	730	730	730	730
Iron (Finished Water) 2 x day	730	730	730	730	730
Iron (Distribution Water)	634	640	645	645	650
Manganese (Raw Water)	12	N/A	N/A	N/A	N/A
Manganese (Finished Water)	12	N/A	N/A	N/A	N/A
Manganese (Distribution System)	120	N/A	N/A	N/A	N/A
Total Dissolved Solids (Raw Water) 2 x day	730	730	730	730	730
Total Dissolved Solids (Finished Water) 2 x day	730	730	730	730	730
Total Dissolved Solids (Distribution System)	520	520	530	530	550
Lead (Distribution System) ^b	N/A ^c	N/A ^c	30	N/A ^c	N/A ^c
Copper (Distribution System) ^b	N/A ^c	N/A ^c	30	N/A ^c	N/A ^c
Turbidity (Finished Water)	4,380	4,380	4,410	4,380	4,380
Turbidity (Raw Water)	1,460	1,460	1,500	1,460	1,460
Water Quality Investigations (Dist. System)	45	33	35	26	30
Algae & Organics (Raw Water)	N/A	12	12	6	30 ^d
Synthetic Organic Chemicals (Finished Water)	4	N/A	4	N/A	N/A
Aluminum analysis (Finished Water)	730	730	730	730	730
Nitrate analysis (Finished Water)	1	1	1	1	2
Hardness (Raw Water)	730	730	730	730	730
Hardness (Finished Water)	730	730	730	730	730
Hardness (Distribution System)	520	520	520	520	535
Temperature (Raw Water)	730	730	730	730	730
Temperature (Finished Water)	730	730	730	730	730
Temperature (Distribution Water)	520	520	520	520	520
Orthophosphate (Finished Water)	730	730	730	730	730
Orthophosphate (Distribution System)	520	520	520	520	520
Zinc (Finished Water)	12	12	N/A	N/A	N/A
Zinc (Distribution System)	120	120	N/A	N/A	N/A
Alkalinity (Raw Water)	730	730	730	730	750
Alkalinity (Finished Water)	730	730	730	730	730
Bacteriological Suitability Test	1	1	1	1	1
Jar Tests	208	208	208	228	228

Notes:

a Monitoring required every 4 years.

b Follow-up monitoring as per the Lead and Copper Rule.

c Monitoring reduced to once every three years.

d New testing regimen being implemented in 2006 to evaluate the condition of the DeHart Reservoir.

BUREAU OF WATER
DISTRIBUTION DIVISION

The Distribution Division is responsible for monitoring and maintaining over 250 miles of water transmission and distribution piping, which involve the repair and replacement of water mains, valves, fire hydrants, water meters, and appurtenances. The division also completes all Pennsylvania One-Calls for water and sewer locations, and is responsible for reading all meters within the system. This division initiated the Enhanced Metering Program, which enables all meters within the system to be read on a monthly basis. This division is also responsible for maintaining records on meters and service lines within the system; performing all taps; leak detection; responding to and investigating customer billing disputes and enforcing applicable sections of the Codified Ordinances of the City of Harrisburg, and the rules and regulations of The Harrisburg Authority.

EXPENDITURE ANALYSIS DETAIL 2007 PROPOSED BUDGET				
Utility Fund			0220 Distribution	
Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
Salaries-Mgmt	57,737	Distribution Superintendent	1	57,737
Salaries-BU	437,835			
Overtime	26,088	Total Management	1	57,737
Fringe Benefits	188,315			
TOTAL	709,975	Service Person IV	3	130,569
		Service Person III	4	164,717
		Water Meter Reader II	1	38,367
OPERATING EXPENSES		Secretary II	1	36,092
		Laborer III	2	68,090
Communications	1,500			
Professional Services	0	Total Bargaining Unit	11	437,835
Utilities	0			
Insurance	0			
Rentals	2,000	Overtime		26,088
Maintenance & Repairs	16,250			
Contracted Services	455,217	FICA		39,908
Supplies	148,350	Healthcare Benefits - Active		148,407
Minor Capital Equipment	0	Healthcare Benefits - Retirees		0
TOTAL	623,317	Total Fringe Benefits		188,315
CAPITAL OUTLAY	0			
		TOTAL	12	709,975
NON-EXPENDITURE ITEMS				
	0			
TOTAL APPROPRIATION				
	1,333,292			

BUREAU OF WATER

PROGRAM: Distribution/Metering Division - Maintenance

OBJECTIVE: To monitor water delivery to the Distribution System and to manage the Metering Program by which customers' water consumption is quantified. Clean tuberculated water mains to enhance water quality and fire flow.

2004 ACCOMPLISHMENTS:

Efforts continued to reconcile customer meter information and the Bureau of Water continued the data entry function necessary to keep current the meter data records. A major focus on gaining meter readings continued with the installation of the Enhanced Metering Program. As a result, undocumented meters were located and non-registering meters were identified. Revenue billings for water have reflected this effort.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	FY2002	FY2003	FY2004	FY2005	FY2006
Locates - New Meters	3,975	0 ^a	0	0	0
Meters - Missing ^b	10	4	15	16	16
Leaking Meters - Replaced	115	52	120	128	130
Non-Registering Meters - Replaced	130	182	243	204	205
Remote Meters - Repaired	228	249	427	408	410
Calibrated Meters	0	2	2	5	5
New Services ^c	12	13	21	5	5
Water Shutoffs - Vacant Building Leaking	43	119	211	102	105
Water Shutoffs - Leaking Services	21	13	24	36	40
Water Shutoffs - Shutoff Program ^d	622	1,008	1,157	2,070	2,100
Water Shutoffs - Vacant Coded Program	134	193	250	126	130
Water Turn On	479	720	1,140	1,434	1,450
Water Tap - Inspected	38	20	50	22	25
Water Tap - Cleaned	30	22	21	26	30
Water Tap - Installed	33	74	63	104	110
Hydrant Flow Tests	90	66	80	30	30
Reported Leak Investigations	442	373	329	104	110
Leak Notices Served	45	41	26	44	50
Final Leak Notices Served	29	21	12	30	40
Meter Readings - Attempted	211,141	242,470	250,665	304,562	305,000
Meter Readings - Obtained	205,333	236,794	244,276	293,064	294,000
Main Breaks - Repaired	23	27	13	22	25
Hydrants - Replaced	4	7	33	12	20
Hydrants - Repaired	40	49	139	240	250
Valves - Replaced	4	0	2	5	5
Valves - Repaired	6	9	8	5	5
Locates - Completed	6,876	5,360	7,271	9,010	9,050
Valve Box - Repairs	24	33	20	90	100
Distribution Line Managed (miles) ^e	250	250	250	250	250
Hydrants Flushed	1,600	1,600	1,600	1,600	1,600
Hydrants Painted	25	25	25	25	25
Water Main Replaced/Installed (feet) ^e	50	25	20	25	25

Notes:

- a Now considered with PA - 1 calls and combined under Locates completed.
- b Meters found to be missing from residential and commercial properties.
- c Related to new construction.
- d Includes water shut off program, vacant properties, leaks, and demolitions.
- e The Bureau of Water and The Harrisburg Authority continue with construction projects.

BUREAU OF WATER
OPERATIONS/MAINTENANCE DIVISION

The Operations/Maintenance Division operates the DeHart Dam facilities, Susquehanna River Intake and Pump Station, Dr. Robert E. Young Water Services Center, Finished Water Storage Facilities, Pumping Station at Reservoir Park and Union Square Booster Station. This division patrols the DeHart watershed, monitors water quality in Clarks Creek and DeHart Reservoir, and is responsible for the maintenance and upkeep of all bureau facilities and appurtenances.

EXPENDITURE ANALYSIS DETAIL 2007 PROPOSED BUDGET				
Utility Fund		0230 Operations/Maintenance		
Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
Salaries-Mgmt	48,740	Oper. /Maint. Superintendent	1	48,740
Salaries-BU	683,805			
Overtime	66,140	Total Management	1	48,740
Fringe Benefits	271,426			
TOTAL	1,070,111	Electrician III	1	43,523
		Electronics Technician	1	43,473
		Maintenance Specialist IV	3	130,469
OPERATING EXPENSES		Operator IV	8	347,620
		Maintenance Specialist III	1	40,870
Communications	1,600	Operator III	1	40,658
Professional Services	8,000	Operator I	1	37,192
Utilities	744,000			
Insurance	0	Total Bargaining Unit	16	683,805
Rentals	500			
Maintenance & Repairs	44,000			
Contracted Services	1,103,850	Overtime		66,140
Supplies	214,550			
Minor Capital Equipment	0	FICA		61,104
TOTAL	2,116,500	Healthcare Benefits - Active		210,322
		Healthcare Benefits - Retirees		0
CAPITAL OUTLAY	0	Total Fringe Benefits		271,426
TOTAL APPROPRIATION	3,186,611	TOTAL	17	1,070,111

BUREAU OF WATER

PROGRAM: Operations/Maintenance Division - Water Filtration

OBJECTIVE: To provide and treat an average quantity of nine million gallons of water daily and to ensure the water supplied is a high quality, low cost drinking water, meeting or exceeding all United States Environmental Protection Agency (EPA) requirements under the Safe Drinking Water Act.

2004 ACCOMPLISHMENTS:

Operated the water treatment facility to meet all system demands on a day-to-day basis in accordance with Pennsylvania Department of Environmental Protection (DEP) requirements.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
Hydrated Lime used for pH control (tons)	62.7	68.4	71.0	63.1	65.0
Caustic Soda used for pH control (tons)	0.6	0.4	7.7	7.8	8.0
Sodium Silicofluoride for control of dental disease (tons)	16.1	15.5	14.4	14.4	15.0
Alum used for coagulation (tons)	147	148	256	228	230
Polyphosphate used for corrosion control (tons)	50.7	59.2	51.4	49.5	54.7
Soda Ash used for pH control (tons)	157.4	180.7	170.0	147.8	165.0
Chlorine for Disinfection (tons)	44.4	48.3	42.5	33.7	36.5
Millions of gallons of water purified and processed for distribution	3,171	3,120	2,690	2,310	3,358
Water withdrawn from DeHart Reservoir (millions of gallons)	3,257	3,228	3,113	3,133	3,433

PROGRAM: Operations/Maintenance Division - DeHart

OBJECTIVE: To maintain the six billion gallon DeHart Dam Reservoir and Watershed area; providing an average of nine million gallons of water per day to the Treatment Plant. In addition, to monitor DeHart Reservoir and Clarks Creek in an effort to predict water quality.

2004 ACCOMPLISHMENTS:

The operation of DeHart Dam has been focused on the preparation of a Watershed and Reservoir Management Plan to provide source water protection. The preparation of this plan has been proceeding by the continuance of a stream and reservoir-monitoring program, with samples analyzed routinely at the DeHart Control Building Laboratory. The plan also incorporates a Timber Management Plan that will assess the watershed area's forest resources and coordinate a schedule for timber harvest sales.

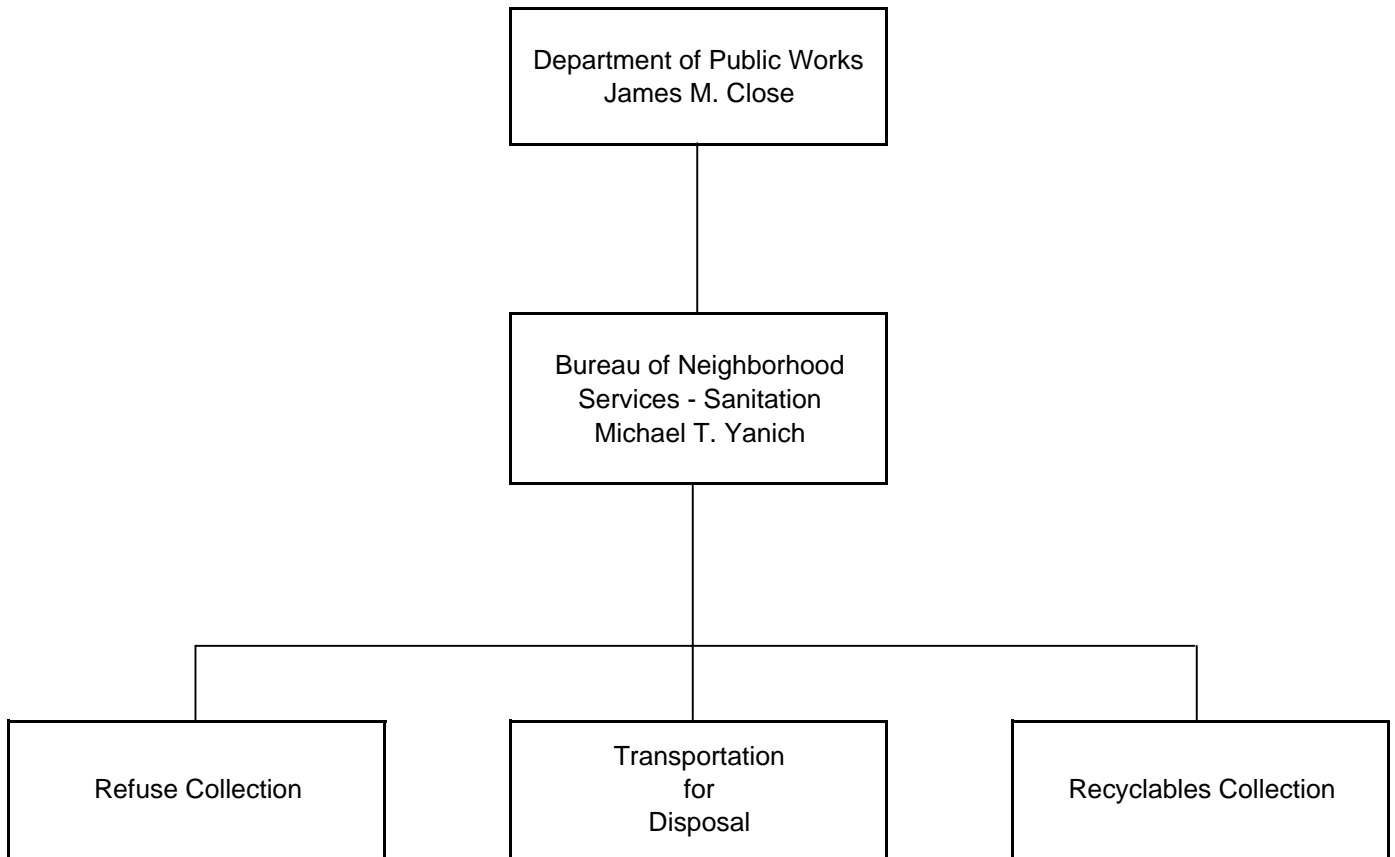
MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
Samples of unfiltered surface water monitored (pH)	466	466	234	228	450
Reservoir shoreline managed (linear miles)	9	9	9	9	9
Feeder streams flowing into watershed	23	23	23	23	23
Weir Readings, U.S.G.S. in number of days	365	365	365	365	365
Reservoir Monitoring Stations	4	4	4	4	4
Stream Monitoring Stations	8	8	8	8	8
Toe drain weir measurements	52	52	51	45	52
Bypass weir measurements	365	365	365	365	365
Clarks Creek flow studies	41	52	0 ^a	13 ^a	52
Days DeHart Dam height is recorded	365	365	365	365	365

Notes:

^a No flow studies were done in 2004 due to a lack of trained personnel in the procedure. Training occurred in 2005 and tests resumed.

BUREAU OF NEIGHBORHOOD SERVICES - SANITATION



SANITATION UTILITY FUND
2007 PROPOSED BUDGET

RESOURCES		APPROPRIATIONS	
INVESTMENT INCOME	22,400	BUREAU OF NEIGHBORHOOD SERVICES - SANITATION	4,400,900
GARBAGE/REFUSE COLLECTION	4,283,000		
STATE GRANTS	95,000		
OTHER REVENUE	500		
FUND BALANCE APPROPRIATION	0		
TOTAL RESOURCES	<u>4,400,900</u>	TOTAL APPROPRIATION	<u>4,400,900</u>

SANITATION UTILITY FUND
2007 PROPOSED BUDGET

Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Approved Budget	2006 Projected	2007 Proposed Budget
REVENUE ANALYSIS SUMMARY						
Investment Income	2,912	5,684	42,095	23,150	22,400	22,400
Garbage/Refuse Collection	3,790,773	3,827,419	3,747,893	4,056,689	3,994,718	4,283,000
State Grants	0	101,955	111,640	95,000	95,000	95,000
Other Revenue	31,351	23,573	884	800	1,000	500
TOTAL REVENUE	3,825,036	3,958,631	3,902,512	4,175,639	4,113,118	4,400,900
Fund Balance Appropriation	25,337	279,306	203,000	63,151	63,151	0
TOTAL RESOURCES	3,850,373	4,237,937	4,105,512	4,238,790	4,176,269	4,400,900

REVENUE ANALYSIS DETAIL						
Interest-Savings Account	2,731	5,496	6,736	3,000	7,000	7,000
Interest-Other	181	188	459	150	400	400
Gain on Sale of Assets	0	0	34,900	20,000	15,000	15,000
Garbage/Refuse Collection	3,716,064	3,748,521	3,657,827	4,040,489	3,925,000	4,191,000
Other Operational Revenue	31,251	700	661	800	1,000	500
Sanitation Liens-Principal	63,708	67,746	70,688	13,500	51,637	72,000
Sanitation Liens-Interest	11,001	11,152	19,378	2,700	18,081	20,000
Refund of Expenditures	100	22,873	223	0	0	0
State Grants	0	101,955	111,640	95,000	95,000	95,000
TOTAL REVENUE	3,825,036	3,958,631	3,902,512	4,175,639	4,113,118	4,400,900
Fund Balance Appropriation	25,337	279,306	203,000	63,151	63,151	0
TOTAL RESOURCES	3,850,373	4,237,937	4,105,512	4,238,790	4,176,269	4,400,900

EXPENDITURE ANALYSIS SUMMARY						
Personnel Services	1,518,112	1,274,839	1,173,798	1,395,577	1,390,344	1,299,110
Operating Expenses	1,311,841	1,275,161	1,392,141	1,367,386	1,331,907	1,357,410
Capital Outlay	58,175	46,451	93,060	226,703	226,703	233,190
Debt Service	17,139	17,139	0	0	0	0
Grants	0	0	0	0	0	0
Transfers	540,468	1,167,222	1,312,767	1,249,124	1,249,124	1,489,381
Non-Expenditure Items	0	0	0	0	0	21,809
TOTAL EXPENDITURES	3,445,735	3,780,811	3,971,766	4,238,790	4,198,078	4,400,900

BUREAU OF NEIGHBORHOOD SERVICES - SANITATION

The Bureau of Neighborhood Services - Sanitation is responsible for weekly refuse collection, recyclables collection, and transportation of both to the Harrisburg Resources Recovery Facility. Residential customers are provided weekly service while commercial accounts are collected up to seven times weekly. In addition, the Bureau empties 250 sidewalk receptacles weekly. Special collections and neighborhood non-bulk collections are provided on a call-in basis in addition to regular weekly services.

EXPENDITURE ANALYSIS DETAIL 2007 PROPOSED BUDGET				
Utility Fund		2710 Neighborhood Services - Sanitation		
Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
Salaries-Mgmt	28,938	Deputy Director	0.50	28,938
Salaries-BU	724,131			
Overtime	53,800	Total Management	<u>0.50</u>	<u>28,938</u>
Fringe Benefits	378,541			
Miscellaneous	113,700			
		Motor Equipment Operator	12	405,733
TOTAL	<u>1,299,110</u>	Laborer III	10	318,398
		Total Bargaining Unit	<u>22</u>	<u>724,131</u>
OPERATING EXPENSES				
Communications	3,050	Overtime		<u>53,800</u>
Professional Services	5,450			
Utilities	5,000	FICA		62,230
Insurance	74,400	Healthcare Benefits - Active		278,523
Rentals	1,000	Healthcare Benefits - Retirees		37,788
Maintenance & Repairs	99,500	Total Fringe Benefits		<u>378,541</u>
Contracted Services	987,960			
Supplies	181,050	Sick Leave Buy-Back		600
Minor Capital Equipment	0	Severance Pay		6,000
		Unemployment Compensation		12,500
TOTAL	<u>1,357,410</u>	Workers' Compensation		4,000
CAPITAL OUTLAY	233,190	Loss/Time Medical		85,100
DEBT SERVICE	0	State Fees		2,500
GRANTS	0	Excess Policy & Bond		3,000
		Non-Uniformed Pension		0
TRANSFERS	1,489,381	Total Miscellaneous		<u>113,700</u>
NON-EXPENDITURE ITEMS	21,809	TOTAL	<u><u>22.50</u></u>	<u><u>1,299,110</u></u>
TOTAL APPROPRIATION	<u><u>4,400,900</u></u>			

BUREAU OF NEIGHBORHOOD SERVICES - SANITATION

PROGRAM: Bureau of Neighborhood Services - Sanitation

OBJECTIVE: To collect and dispose of trash for residential and commercial customers, including the collection and separation of recyclable goods.

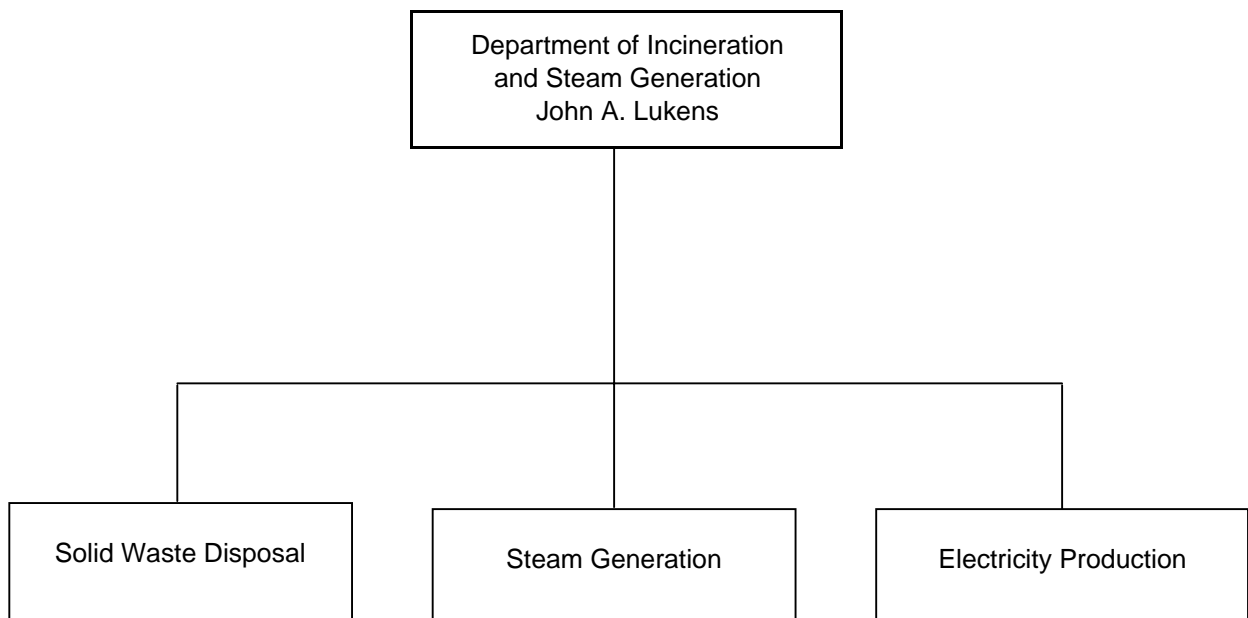
2004 ACCOMPLISHMENTS:

The Bureau operated 13 trash collection routes removing 32,838 tons of refuse. Also, two recycling crews collected 1,736 tons of recyclable material. Assistance was provided to various neighborhood watch groups for neighborhood clean-ups.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
Trash collected (tons)	<u>31,063</u>	<u>33,212</u>	<u>32,838</u>	<u>34,000</u>	<u>34,500</u>
Recyclable items collected (tons)	<u>1,370</u>	<u>1,656</u>	<u>1,736</u>	<u>1,800</u>	<u>1,800</u>

DEPARTMENT OF INCINERATION AND STEAM GENERATION



DEPARTMENT OF INCINERATION AND STEAM GENERATION

The Department of Incineration and Steam Generation is responsible for receiving and managing municipal solid waste (MSW) from the City, other local municipalities, and independent trash haulers. Prior to June 18, 2003, the MSW was incinerated in two municipal waste combustion units with resource recovery boilers, where energy in the form of steam was generated. Some of the steam produced was used for heating and generating electricity for the entire Public Works Center Complex. The rest of the electricity was sold to Pennsylvania Power and Light Company while the rest of the steam was sold to the Bethlehem Steel Corporation and NRG Harrisburg. The Harrisburg Resource Recovery Facility (HRRF) eliminated the need to haul trash to distant, privately owned landfills and reduced the amount of landfill space necessary for the disposal of this trash.

On June 18, 2003, pursuant to the respective consent agreements with the Pennsylvania Department of Environmental Protection (DEP) and the United States Environmental Protection Agency (EPA), the Department ceased operation of the existing incinerators.

Regarding the long-term future of the HRRF, the City received the necessary "Air Quality Plan Approval" and "Solid Waste Permit Modernization" from the DEP February 9, 2004 and June 20, 2005 respectively. The HRRF modernization will include such improvements as (1) replacement of the existing furnace/boiler resource recovery systems, (2) replacement of existing air pollution control equipment with best available technology air pollution control equipment designed to meet and exceed the air quality limits established in the Federal Clean Air Act Amendments for existing resource recovery facilities, (3) the replacement of the turbine/generator to increase the total electricity generation capacity to 24 megawatts. The Harrisburg Authority (THA) acquired the HRRF on December 23, 1993, with the City continuing to operate the facility through a formal management agreement with THA. On November 5, 2003, Harrisburg City Council approved the financing for these improvements and on December 30, 2003 THA closed on such financing. Modernization construction commenced in June of 2004, with startup scheduled to begin the latter part of 2005 and commercial operation slated to commence in March 2006.

The combustion units at the modernized HRRF are designed to process an aggregate of 800 tons of municipal solid waste per day. Major revenue sources for this department are generated through a fee for trash disposal, ready-to-serve charges and corresponding utility liens, steam sales and electricity sales.

The City has adopted a Recycling and Waste Reduction Plan. Pursuant to this plan, recyclable items (glass, metals, and certain plastics) are collected at curbside by the City's Bureau of Neighborhood Services - Sanitation and taken to the HRRF's Recycling Drop-Off Center, where they are loaded and hauled to a recycling company. In addition, the City had for many years provided a program whereby residents of the city and certain local municipalities are able to dispose of bulky trash, e.g., washing machines, dryers, refrigerators, freezers, water heaters, furniture, etc, at the HRRF for a minimal fee. All of the metallic oversized bulky items are recycled.

The sale of steam and the generation of electricity are two of the various major projects undertaken since 1983 under the Mayor's Energy and Revenue Development Program, designed to provide new, non-tax revenues to the City while converting what had been City-subsidized utility operations into self-sufficient operations. Hence, the need to modernize the HRRF.

In July 1999, the City and The Harrisburg Authority (THA) completed construction of an on-site waste transfer station. The transfer station is permitted to transfer MSW, construction/demolition wastes (C&D), and tires on a daily basis. The transfer station is also designed to transfer MSW during the modernization construction period and periods when the HRRF may be shut down for any reason. In addition, the City and THA are planning to purchase equipment to separate and recycle C&D at the transfer station. The transfer station began accepting MSW and C&D for transfer on July 12, 1999. Until such time as the modernization of the HRRF is completed, the aforementioned wastes are being transferred to DEP approved landfills.

LANDFILL/INCINERATOR UTILITY FUND
RESOURCE ALLOCATION
2007 PROPOSED BUDGET

RESOURCES		APPROPRIATIONS	
INVESTMENT INCOME	8,200	DEPARTMENT OF INCINERATION AND STEAM GENERATION	27,049,014
INCINERATOR TIPPING FEES	11,262,686		
R-T-S DISPOSAL CHARGES	1,660,700		
STEAM SALES	4,887,467		
ELECTRICITY SALES	7,801,416		
TRANSFER STATION TIPPING FEES	58,560		
OTHER REVENUE	32,500		
TRANSFERS IN - THA	172,437		
TRAN/LOAN PROCEEDS	1,165,048		
TOTAL RESOURCES	<u>27,049,014</u>	TOTAL APPROPRIATION	<u>27,049,014</u>

LANDFILL/INCINERATOR UTILITY FUND
2007 PROPOSED BUDGET

Account Name	2003 Actual	2004 Actual*	2005 Actual*	2006 Approved Budget	2006 Projected	2007 Proposed Budget
REVENUE ANALYSIS SUMMARY						
Investment Income	2,019	2,821	3,854	8,000	6,900	8,200
Sale of Fixed Assets	0	0	0	0	0	0
Incinerator Tipping Fees	2,583,821	1,513,619	1,414,876	11,744,813	4,750,000	11,262,686
R-T-S Disposal Charges	1,531,080	1,541,304	1,514,020	1,506,700	1,571,400	1,660,700
Steam Sales	0	0	129	4,138,826	920,000	4,887,467
Electricity Sales	368,940	0	0	5,359,397	1,060,000	7,801,416
Transfer Station Tipping Fees	473	19	0	267,104	35	58,560
Other Revenue	19,886	48,241	20,558	40,000	38,600	32,500
Transfers In - THA	3,755,272	0	0	0	424,401	172,437
TRAN/Loan Proceeds	0	0	0	0	0	1,165,048
TOTAL REVENUE	8,261,490	3,106,004	2,953,438	23,064,840	8,771,336	27,049,014
Fund Balance Appropriation	0	0	0	0	0	0
TOTAL RESOURCES	8,261,490	3,106,004	2,953,438	23,064,840	8,771,336	27,049,014

REVENUE ANALYSIS DETAIL						
Interest-Savings Account	2,019	2,821	3,854	8,000	6,900	8,200
Interest-Other	0	0	0	0	0	0
Gain on Sale of Investments	0	0	0	0	0	0
Gain on Sale of Fixed Assets	0	0	0	0	0	0
Incinerator Sales/Tipping Fees	2,583,821	1,513,619	1,414,876	11,744,813	4,750,000	11,262,686
Permit User Fees	17,000	13,800	16,600	25,000	27,000	25,000
R-T-S Disposal Charges	1,500,459	1,509,539	1,476,084	1,500,000	1,505,000	1,654,000
Sale of Scrap & Residue	1,902	14,433	458	15,000	8,050	7,500
Steam Sales	0	0	129	4,138,826	920,000	4,887,467
Special Handling Charges	355	0	0	0	2,500	0
Other Operating Income	0	0	0	0	0	0
Sale of Electricity	368,940	0	0	5,359,397	1,060,000	7,801,416
Transfer Station Tipping Fees	473	19	0	267,104	35	58,560
R-T-S Disposal Liens - Principal	25,100	27,831	29,550	5,500	48,000	5,500
R-T-S Disposal Liens - Interest	5,521	3,934	8,386	1,200	18,400	1,200
Miscellaneous	0	0	0	0	0	0
Refund of Expenditures	630	20,008	3,500	0	1,050	0
Transfers In - THA	3,755,272	0	0	0	424,401	172,437
TRAN/Loan Proceeds	0	0	0	0	0	1,165,048
TOTAL REVENUE	8,261,490	3,106,005	2,953,438	23,064,840	8,771,336	27,049,014
Fund Balance Appropriation	0	0	0	0	0	0
TOTAL RESOURCES	8,261,490	3,106,005	2,953,438	23,064,840	8,771,336	27,049,014

*Pursuant to the modernization bond issuance, amounts were drawn from the Working Capital Account held by The Harrisburg Authority to subsidize the operations of the Landfill/Incinerator Utility Fund.

EXPENDITURE ANALYSIS SUMMARY
2007 PROPOSED BUDGET

	2003 Actual	2004 Actual*	2005 Actual*	2006 Approved Budget	2006 Projected	2007 Proposed Budget
LANDFILL/INCINERATOR UTILITY FUND						
Personnel Services	3,317,792	0	0	3,795,205	3,474,642	3,740,141
Operating Expenses	4,936,189	3,106,005	2,953,438	9,136,929	6,940,215	8,608,846
Capital Outlay	5,245	0	0	1,533	121,984	27,085
Debt Service	3,528,804	0	0	9,478,173	2,077,942	13,507,894
Non-Expenditure Items	3,460,178	0	0	653,000	400,000	1,165,048
TOTAL EXPENDITURES	<u>15,248,208</u>	<u>3,106,005</u>	<u>2,953,438</u>	<u>23,064,840</u>	<u>13,014,782</u>	<u>27,049,014</u>

*Pursuant to the modernization bond issuance, amounts were drawn from the Working Capital Account held by The Harrisburg Authority to subsidize the operations of the Landfill/Incinerator Utility Fund.

EXPENDITURE ANALYSIS DETAIL
2007 PROPOSED BUDGET

Utility Fund

2810 Incinerator

Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
Salaries-Mgmt	475,398	Director	1	78,047
Salaries-BU	1,668,490	Deputy Director for Operations	1	64,495
Overtime	594,087	Facilities Engineer	1	57,724
Fringe Benefits	876,166	Operations Supervisor	4	233,581
Miscellaneous	126,000	Administrative Supervisor	1	41,551
TOTAL	<u>3,740,141</u>	Total Management	<u>8</u>	<u>475,398</u>
OPERATING EXPENSES		Control Room Operator II	7	310,074
		Control Room Operator I	2	87,046
Communications	16,400	Certified Welder II	2	86,996
Professional Services	676,200	Heavy Equip. Op./Maint. Tech.	1	43,423
Utilities	1,817,139	Maintenance Mechanic III	6	261,138
Insurance	396,000	Maintenance Planner	1	43,523
Rentals	0	Water Quality Technician II	1	43,523
Maintenance & Repairs	552,744	Heavy Equipment Operator III	3	125,827
Contracted Services	3,782,671	Heavy Equipment Operator II	1	40,870
Supplies	1,365,392	Heavy Equipment Operator I	1	40,720
Minor Capital Equipment	2,300	Bridge Crane Operator II	4	163,330
TOTAL	<u>8,608,846</u>	Billing/Requisition Clerk	1	38,367
		Motor Equipment Operator	2	76,912
CAPITAL OUTLAY	27,085	Secretary I	1	34,881
		Laborer III	8	271,860
DEBT SERVICE	13,507,894	Total Bargaining Unit	<u>41</u>	<u>1,668,490</u>
NON-EXPENDITURE ITEMS	1,165,048	Overtime		<u>594,087</u>
TOTAL APPROPRIATION	<u><u>27,049,014</u></u>	FICA		210,146
		Fringe Benefits		605,330
		Healthcare Benefits - Retirees		60,690
		Total Fringe Benefits		<u>876,166</u>
		Sick Leave Buy-Back		1,400
		Severance Pay		7,500
		Unemployment Compensation		10,000
		Workers' Compensation Fees		8,000
		Loss/Time Medical		89,000
		State Fees		5,700
		Excess Policy and Bond		4,400
		Non-Uniformed Pension		0
		Total Miscellaneous		<u>126,000</u>
		TOTAL	<u><u>49</u></u>	<u><u>3,740,141</u></u>

DEPARTMENT OF INCINERATION AND STEAM GENERATION

PROGRAM: Department of Incineration and Steam Generation

OBJECTIVE: To process municipal solid waste through resource recovery in an environmentally acceptable, safe, and efficient manner. To generate steam through the resource recovery process. The City utilizes a turbine/generator at the department to produce electricity for internal use and for sale to a public utility. Excess steam produced is sold to a local business for heating.

2004 ACCOMPLISHMENTS:

Environmental remediation and demolition in connection with the retrofit project were completed in June 2004, immediately followed by construction activities, which were ongoing through 2004. On February 9, 2004 the department received from the Pennsylvania Department of Environmental Protection ("DEP") Air Quality Plan Approval to retrofit the Harrisburg Materials, Energy, Recycling and Recovery Facility ("Facility"). The department received a renewal of DEP Solid Waste Permit to continue the operation of Residue Disposal Areas on March 18, 2004. The Minor Modification Application for Solid Waste Permit, to operate the post-retrofit Facility, was submitted to DEP on October 16, 2004.

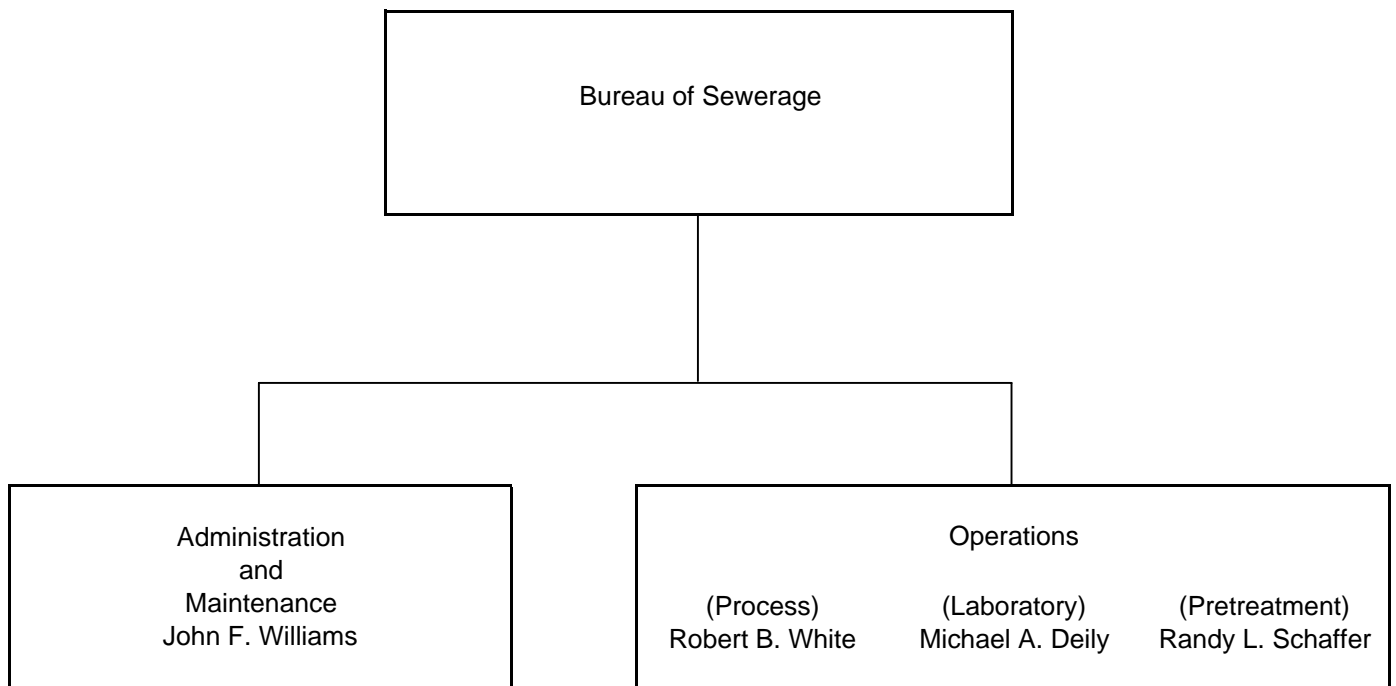
MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
Total tons of municipal waste combusted	93,121	35,189 ^a	0 ^c	7,980 ^d	218,863 ^e
Total pounds of steam produced (in millions)	527	187	0 ^c	48 ^d	1,313 ^e
Annual average boiler efficiency assuming 5,200 BTU/pound MSW	68.43%	64.08%	0.00% ^c	79.59% ^d	79.80% ^e
Percent of steam available for export actually sold (or used for in-house heat and electricity)	75.87	59.27 ^b	0.00 ^c	50.00 ^d	80.00 ^e
Kilowatt production to yield electricity for sale (in millions)	15.89	6.27	0.00 ^c	0.78 ^d	78.96 ^e

Notes:

- a Lower tonnage and boiler efficiency are due to declining condition of original boilers, which permanently ceased operation on June 18, 2003.
- b Lower steam availability and electricity sales are due to declining condition of original boilers and generator failure on April 15, 2003.
- c No waste was combusted in 2004 due to the retrofit project. Therefore, performance measures/indicators for 2004 are not applicable.
- d Startup and shake-down of the new boilers and 24 MW turbine/generator is expected to occur in late October 2005.
- e First year of commercial operation of new boilers and 24 MW turbine/generator.

BUREAU OF SEWERAGE



SEWERAGE UTILITY FUND
RESOURCE ALLOCATION
2007 PROPOSED BUDGET

RESOURCES		APPROPRIATIONS	
INVESTMENT INCOME	27,300	ADMINISTRATION	6,215,181
CONVEY./TREATMENT REVENUE	5,127,100	OPERATIONS	6,082,602
COLLECTION SYSTEM REVENUE	1,027,900	MAINTENANCE	1,179,003
SALES TO PUBLIC AUTHORITIES	7,665,700	FIELD MAINTENANCE	1,051,114
SLUDGE HANDLING CHARGES	350,000		
ELECTRICITY SALES	110,000		
STATE SUBSIDY	0		
OTHER REVENUE	219,900		
FUND BALANCE APPROPRIATION	0		
TOTAL RESOURCES	<u>14,527,900</u>	TOTAL APPROPRIATIONS	<u>14,527,900</u>

SEWERAGE UTILITY FUND
2007 PROPOSED BUDGET

Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Approved Budget	2006 Projected	2007 Proposed Budget
REVENUE ANALYSIS SUMMARY						
Investment Income	28,751	21,528	29,188	23,100	31,850	27,300
Conveyance/Treatment Revenue	4,520,690	4,451,765	4,493,273	4,931,537	4,600,000	5,127,100
Collection System Revenue	943,158	883,143	893,115	818,463	879,000	1,027,900
Sales to Public Authorities	5,684,380	5,986,942	6,641,554	6,745,000	6,745,000	7,665,700
Sludge Handling Charges	498,915	331,728	482,992	400,000	350,000	350,000
Electricity Sales	59,454	83,808	113,094	110,000	130,000	110,000
Reimb. Loss/Damage Assets	10,005	0	0	0	0	0
State Subsidy	0	0	0	0	0	0
Other Revenue	248,194	234,365	252,447	122,100	240,520	219,900
TOTAL REVENUE	11,993,548	11,993,279	12,905,663	13,150,200	12,976,370	14,527,900
Fund Balance Appropriation	1,752,769	0	485,858	0	0	0
TOTAL RESOURCES	13,746,317	11,993,279	13,391,521	13,150,200	12,976,370	14,527,900

REVENUE ANALYSIS DETAIL						
Interest-Savings Account	0	0	0	0	2,600	0
Interest-Savings-Convey./Trtmt.	21,107	17,227	22,686	18,000	23,000	22,000
Interest-Savings-Collect. System	4,115	3,323	4,515	4,000	5,100	4,200
Interest-Other-Convey./Trtmt.	2,944	816	1,657	900	950	900
Interest-Other-Collect. System	586	162	330	200	200	200
Gain on Sale of Fixed Assets	2,350	0	0	0	0	0
Conveyance/Treatment Revenue	4,520,690	4,451,765	4,493,273	4,931,537	4,600,000	5,127,100
Collection System Revenue	943,158	883,143	893,115	818,463	879,000	1,027,900
Sale of Scrap	5	289	117	500	320	500
Sales to Public Authorities	5,684,380	5,986,942	6,641,554	6,745,000	6,745,000	7,665,700
Other Operational Revenue	0	0	0	0	0	0
Sludge Handling Charges	498,915	331,728	482,992	400,000	350,000	350,000
Sale of Electricity	59,454	83,808	113,094	110,000	130,000	110,000
Lab Analysis Fees	47,871	41,355	36,864	38,000	41,500	38,500
Industrial Waste Fees	7,450	7,000	7,526	6,500	6,700	6,400
Liens-Principal-Convey./Trtmt.	92,912	103,918	109,426	19,700	90,000	100,000
Liens-Interest-Convey./Trtmt.	11,540	13,174	21,979	2,900	31,000	20,000
Liens-Principal-Collect. System	18,495	20,684	21,780	3,900	18,000	3,900
Liens-Interest-Collect. System	2,295	2,622	4,375	600	3,000	600
Reimburse Loss/Damage Assets	10,005	0	0	0	0	0
Refund of Expenditures	65,277	45,323	50,380	50,000	50,000	50,000
State Subsidy	0	0	0	0	0	0
TOTAL REVENUE	11,993,548	11,993,279	12,905,663	13,150,200	12,976,370	14,527,900
Fund Balance Appropriation	1,752,769	0	485,858	0	0	0
TOTAL RESOURCES	13,746,317	11,993,279	13,391,521	13,150,200	12,976,370	14,527,900

EXPENDITURE ANALYSIS SUMMARY
2007 PROPOSED BUDGET

	2003 Actual	2004 Actual	2005 Actual	2006 Approved Budget	2006 Projected	2007 Proposed Budget
SEWERAGE						
<u>2910 Administration Division</u>						
Personnel Services	502,688	506,664	472,556	555,435	570,418	661,495
Operating Expenses	2,765,422	2,330,315	2,937,199	2,724,896	2,701,995	2,829,186
Capital Outlay	0	5,523	0	0	0	329,294
Debt Service	2,270,478	2,250,104	2,237,212	2,232,280	2,232,280	2,231,271
Non-Expenditure Items	0	0	0	0	0	163,935
TOTALS	5,538,588	5,092,605	5,646,968	5,512,611	5,504,693	6,215,181
<u>2920 Operations Division</u>						
Personnel Services	1,295,639	1,139,719	1,129,723	1,229,072	1,216,764	1,318,290
Operating Expenses	4,857,557	3,910,330	4,565,214	4,482,774	4,442,196	4,700,562
Capital Outlay	0	0	0	0	26,420	63,750
Non-Expenditure Items	0	0	0	0	0	0
TOTALS	6,153,195	5,050,049	5,694,936	5,711,846	5,685,380	6,082,602
<u>2930 Maintenance Division</u>						
Personnel Services	495,141	468,350	426,483	459,671	458,104	487,395
Operating Expenses	692,309	586,519	752,871	608,005	648,903	666,608
Capital Outlay	8,294	14,772	0	0	0	25,000
TOTALS	1,195,744	1,069,641	1,179,355	1,067,676	1,107,007	1,179,003
<u>2940 Field Maintenance Division</u>						
Personnel Services	281,266	263,419	248,955	281,094	275,578	301,586
Operating Expenses	564,620	481,846	621,307	576,973	567,648	604,528
Capital Outlay	12,905	8,695	0	0	0	145,000
TOTALS	858,790	753,960	870,262	858,067	843,226	1,051,114
TOTAL SEWERAGE UTILITY FUND						
Personnel Services	2,574,733	2,378,152	2,277,716	2,525,272	2,520,864	2,768,766
Operating Expenses	8,879,907	7,309,010	8,876,591	8,392,648	8,360,742	8,800,884
Capital Outlay	21,199	28,990	0	0	26,420	563,044
Debt Service	2,270,478	2,250,104	2,237,212	2,232,280	2,232,280	2,231,271
Non-Expenditure Items	0	0	0	0	0	163,935
TOTAL EXPENDITURES	13,746,317	11,966,255	13,391,520	13,150,200	13,140,306	14,527,900

BUREAU OF SEWERAGE
ADMINISTRATION DIVISION

The Bureau of Sewerage, also identified as the Advanced Wastewater Treatment Facility (AWTF), through a lease agreement, operates the sewerage conveyance and treatment system for The Harrisburg Authority (THA). The management structure of this bureau consists of four divisions: Administration, Operations, Maintenance, and Field Maintenance. The Administration Division oversees the entire operation of the AWTF. The major revenue sources include metered and unmetered usage of the system, both for the City and six suburban municipalities served by the AWTF: Steelton; Paxtang and Penbrook Boroughs; and Lower Paxton, Swatara, and Susquehanna Townships; as well as corresponding utility liens. Other revenue sources are sludge handling charges, laboratory fees, industrial user charges, and sale of electricity.

EXPENDITURE ANALYSIS DETAIL
2007 PROPOSED BUDGET

Utility Fund

2910 Administration Division

Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
Salaries-Mgmt	257,695	Deputy Director	1	77,957
Salaries-BU	112,636	Plant Superintendent	1	65,000
Overtime	0	Current Planner	0.33	13,607
Fringe Benefits	168,264	Staff Attorney	0.50	21,954
Miscellaneous	122,900	Director - Admin. & Maint.	1	54,258
		Computer Programmer III	0.50	24,919
TOTAL	<u>661,495</u>	Total Management	<u>4.33</u>	<u>257,695</u>
OPERATING EXPENSES				
Communications	27,121			
Professional Services	36,400	Paralegal	1	38,502
Utilities	0	Administrative Assistant I	2	74,134
Insurance	347,000			
Rentals	0	Total Bargaining Unit	<u>3</u>	<u>112,636</u>
Maintenance & Repairs	53,441			
Contracted Services	2,331,186			
Supplies	34,038	Overtime		<u>0</u>
Minor Capital Equipment	0			
		FICA		31,705
TOTAL	<u>2,829,186</u>	Healthcare Benefits - Active		89,949
		Healthcare Benefits - Retirees		46,610
CAPITAL OUTLAY	329,294	Total Fringe Benefits		<u>168,264</u>
DEBT SERVICE	2,231,271			
NON-EXPENDITURES	163,935	Sick Leave Buy-Back		2,400
		Severance Pay		41,700
		Unemployment Compensation		11,000
		Workers' Compensation Fees		2,000
TOTAL APPROPRIATION	<u><u>6,215,181</u></u>	Loss Time/Medical		60,500
		State Fees		1,300
		Excess Policy and Bond		4,000
		Non-Uniformed Pension		0
		Total Miscellaneous		<u>122,900</u>
		TOTAL	<u><u>7.33</u></u>	<u><u>661,495</u></u>

ADVANCED WASTEWATER TREATMENT FACILITY

PROGRAM: Administration Division

OBJECTIVE: To properly oversee the management of the Advanced Wastewater Treatment Facility (AWTF).

2004 ACCOMPLISHMENTS:

The treatment facility met the National Pollutant Discharge Elimination System (NPDES) requirements of 99.9% and was properly operated and maintained during 2004, protecting the quality of receiving waters.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
# of internal site inspections by the City's engineers	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<u>Meetings required per year:</u>					
Facility staff meetings (weekly)	<u>52</u>	<u>52</u>	<u>52</u>	<u>52</u>	<u>52</u>
Safety meetings (quarterly)	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
Total number of meetings required per year	<u>56</u>	<u>56</u>	<u>56</u>	<u>56</u>	<u>56</u>

BUREAU OF SEWERAGE
OPERATIONS DIVISION

The Operations Division, the largest division in the Bureau, is responsible for the physical, biological, and chemical treatment of wastewater in conformance with federal and state regulations. The wastewater must pass through several processes to reduce pollutants. The by-product of these processes is sludge. Sludge is pumped into primary and secondary digesters causing the anaerobic bacteria in the digesters to consume organic matter in the sludge and thereby producing gas containing 60% methane. All the methane gas produced is utilized by the facility's cogeneration system to fuel two engine driven 400 kilowatt generators, which produce electricity and space heat. The space heat is an energy source used for heating the AWTF buildings and sludge digesters. The electricity is sold to PPL Corporation at the rate of \$.06 per kilowatt hour. The plant also produces pure oxygen, which is used in the activated sludge system for aeration purposes. The treated wastewater is disinfected with chlorine prior to discharge into the Susquehanna River.

Two major projects undertaken since 1985 at the AWTF under the Mayor's Energy and Revenue Development Program include the burning of methane gas to generate electricity and treatment improvements which allow the AWTF to process sludge from outside wastewater plants and private customers not on the Harrisburg sewerage system. Methane gas, previously vented into the atmosphere, now serves as the fuel for electrical energy sold for use in area homes and businesses. The added sludge processing business is accomplished with no increase in staffing and minimal additional treatment costs, thus providing new revenue, while addressing energy and pollution-control needs of the region. Over 38,122,079 kilowatts hours of electricity have been generated since 1986.

EXPENDITURE ANALYSIS DETAIL
2007 PROPOSED BUDGET

Utility Fund

2920 Operations Division

Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
Salaries-Mgmt	111,492	Operations Supervisor	1	58,421
Salaries-BU	696,747	Chief Chemist	1	53,071
Overtime	198,158			
Fringe Benefits	311,893	Total Management	2	111,492
TOTAL	1,318,290			
OPERATING EXPENSES		Lab Technician IV	1	43,523
		Operator IV - AWTF	9	389,635
		Water Meter Reader II	1	38,367
Communications	0	Lab Technician II	1	38,450
Professional Services	0	Operator II - AWTF	3	113,669.00
Utilities	1,936,512	Operator I - AWTF	2	73,103
Insurance	0			
Rentals	120	Total Bargaining Unit	17	696,747
Maintenance & Repairs	192,308			
Contracted Services	2,303,552			
Supplies	268,070	Overtime		198,158
Minor Capital Equipment	0			
TOTAL	4,700,562	FICA		76,994
		Healthcare Benefits - Active		234,899
		Healthcare Benefits - Retirees		0
CAPITAL OUTLAY	63,750			
		Total Fringe Benefits		311,893
TOTAL APPROPRIATION	6,082,602	TOTAL	19	1,318,290

ADVANCED WASTEWATER TREATMENT FACILITY

PROGRAM: Operations Division

OBJECTIVE: To manage the wastewater processing operation, which includes: preliminary, primary, and advanced secondary treatment; and cogeneration of electricity as a by-product of this operation.

2004 ACCOMPLISHMENTS:

Served an urban area of forty-three square miles, involving seven municipalities. Complied with revised effluent parameters issued with the new NPDES Permit. Accepted 7.95 million gallons of waste from other treatment plant processes.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
Average daily wastewater flow (millions of gallons)	21.90 ^a	28.20 ^b	27.01	25.84	25.74
Kilowatt production to yield electricity for sale (millions)	1.78 ^a	1.23 ^a	1.66	1.43	1.53
Categories of laboratory samples for lab studies	10	10	10	10	10

Notes:

a DEP Chapter 94 Annual Report

b Increase is due to inclement weather in the winter and spring of 2003, distributing excess water throughout the distribution system

BUREAU OF SEWERAGE
MAINTENANCE DIVISION

The Maintenance Division is responsible for the maintenance and upkeep of all process equipment located at the facility and the five pump stations. To accomplish this task, mechanics monitor the equipment and instruments necessary to control, maintain, and analyze the wastewater treatment process.

EXPENDITURE ANALYSIS DETAIL 2007 PROPOSED BUDGET				
Utility Fund		2930 Maintenance Division		
Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
Salaries-Mgmt	54,897	Maintenance Supervisor	1	54,897
Salaries-BU	300,753			
Overtime	5,258	Total Management	1	54,897
Fringe Benefits	126,487			
TOTAL	487,395	Chief Electrician	1	49,143
		Maintenance Worker IV	5	217,615
OPERATING EXPENSES		Laborer III	1	33,995
Communications	0	Total Bargaining Unit	7	300,753
Professional Services	0			
Utilities	0			
Insurance	0	Overtime		5,258
Rentals	0			
Maintenance & Repairs	17,543	FICA		27,612
Contracted Services	447,493	Healthcare Benefits - Active		98,875
Supplies	201,572	Healthcare Benefits - Retirees		0
Minor Capital Equipment	0	Total Fringe Benefits		126,487
TOTAL	666,608			
CAPITAL OUTLAY	25,000	TOTAL	8	487,395
TOTAL APPROPRIATION	1,179,003			

ADVANCED WASTEWATER TREATMENT FACILITY

PROGRAM: Maintenance Division

OBJECTIVE: To repair and replace mechanical equipment necessary for the operations involved in wastewater treatment both at the facility and at the facility's five pump stations.

2004 ACCOMPLISHMENTS:

Mechanical problems were corrected in an acceptable amount of time. Many probable breakdowns were avoided through a preventative maintenance program and a systematic replacement policy for inventory parts.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
Replacement and installation of integral parts of related AWTF equipment on an annual basis (7 day/24 hour operation) ^a	497	499	428	400 ^b	456 ^c
Total maintenance costs per year, including costs for preventive maintenance on mechanical equipment	\$374,091	\$379,445	\$389,466	\$380,585 ^b	\$380,897 ^c
Acres maintained at the Sewerage plant	8.50	8.50	8.50	8.50	8.50
Preventive maintenance checks per year ^d	52	52	52	52	52

Notes:

- a Number of incident reports requiring labor or parts
- b Year-to-date figure
- c Average of four previous years.
- d Preventative maintenance performed once per week

BUREAU OF SEWERAGE
FIELD MAINTENANCE DIVISION

The Field Maintenance Division is responsible for the underground conveyance system which transports wastewater to the AWTF. The crew cleans numerous regulators and chambers. This process involves cleaning the equipment with forced water pressure to remove grit and residue. The Division also monitors the flow in six interceptors to determine if the sewer line is operating properly. Corrective action requires dislodging any impediments from the sewer line to allow for the proper flow of the sewerage through the pipeline.

The Operations, Maintenance, and Field Maintenance Divisions assist in landscaping and maintenance at the AWTF and five field pump stations.

EXPENDITURE ANALYSIS DETAIL 2007 PROPOSED BUDGET				
Utility Fund		2940 Field Maintenance Division		
Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2007 BUDGET	ALLOCATION
Salaries-BU	205,028	Field Maintenance Specialist II	3	130,569
Overtime	17,610	Field Maintenance Worker II	1	38,367
Fringe Benefits	78,948	Field Maintenance Worker I	1	36,092
TOTAL	<u>301,586</u>	Total Bargaining Unit	<u>5</u>	<u>205,028</u>
OPERATING EXPENSES				
		Overtime		<u>17,610</u>
Communications	1,000	FICA		17,033
Professional Services	0	Healthcare Benefits - Active		61,915
Utilities	214,460	Healthcare Benefits - Retirees		0
Insurance	0	Total Fringe Benefits		<u>78,948</u>
Rentals	0			
Maintenance & Repairs	10,249	TOTAL	<u>5</u>	<u>301,586</u>
Contracted Services	346,119			
Supplies	32,700			
Minor Capital Equipment	0			
TOTAL	<u>604,528</u>			
CAPITAL OUTLAY	145,000			
TOTAL APPROPRIATION	<u><u>1,051,114</u></u>			

ADVANCED WASTEWATER TREATMENT FACILITY

PROGRAM: Field Maintenance Division

OBJECTIVE: To maintain the wastewater flow through monitoring various segments of the collection system.

2004 ACCOMPLISHMENTS:

Maintained the integrity of the conveyance system and minimized combined sewer overflows. Regularly attended to pump stations, routine maintenance, and debris clearance from waterways.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
Flood chambers cleaned per week ^a	92	92	92	92	92
Times per week the outfalls (wastewater discharge point to a receiving stream) are monitored ^b	12	12	12	12	12
Flow meters maintained	17	17	17	17	17

Notes:

a (46 Flood Chambers) x (twice per week) = 92

b (Monitored once per day) x (two days - Saturday and Sunday) = 2
 (Monitored twice per day) x (five days - Monday through Friday) = 10



GLOSSARY OF ABBREVIATED TERMS

ADA - Americans with Disabilities Act
AFSCME - American Federation of State, County, and Municipal Employees
AID - Assistance for Impact Delegation Team
ARB - Architectural Review Board
AWTF - Advanced Wastewater Treatment Facility
BTU - British Thermal Unit
BU - Bargaining Unit
CAC - Community Action Commission
CAD - Computer Aided Dispatch
CAFR - Comprehensive Annual Financial Report
CAT - Capital Area Transit
CBD - Central Business District
CCU H.E.L.P. - Christian Churches United H.E.L.P.
C/D - Construction/Demolition Wastes
CDBG - Community Development Block Grant
CDC - Community Development Corporation
CED - Community & Economic Development
CFM - Cubic Feet Per Minute
CIP - Capital Improvement Plan
CLG - Certified Local Government
CREDC - Capital Region Economic Development Corporation
DARE - Drug Abuse Resistance and Education
DBHD - Department of Building and Housing Development
DEP - Department of Environmental Protection
DID - Downtown Improvement District
DJ - District Justice
DOA - Department of Administration
DPW - Department of Public Works
EIT - Earned Income Tax
EMS - Emergency and Municipal Services Tax
EOP - Emergency Operation Plan
EPA - Environmental Protection Agency
EZ COMP - Enterprise Zone Competitive Grant
FEMA - Federal Emergency Management Agency
FERC - Federal Energy Regulatory Commission
FICA - Federal Insurance Contributions Act
FMV - Fair Market Value
FOP - Fraternal Order of Police
FTE - Full-time Equivalent
FY - Fiscal Year
GAAP - Generally Accepted Accounting Principles
GFOA - Government Finance Officers Association of the United States and Canada
GIS - Geographic Information System
G.O. - General Obligation
HACC - Harrisburg Area Community College
HAND - Housing and Neighborhood Development
HARB - Harrisburg Architectural Review Board
HATS - Harrisburg Area Transportation Study Group
HBN - Harrisburg Broadcasting Network
HCEA - Harrisburg Community Economic Affairs
HDC - Harrisburg Development Corporation
HHA - Harrisburg Housing Authority
HoDAG - Housing Development Action Grant
HOP - Home Ownership Opportunity Program

GLOSSARY OF ABBREVIATED TERMS

HPA - Harrisburg Parking Authority
HPC - Harrisburg Planning Commission
HRA - Harrisburg Redevelopment Authority
HRRF - Harrisburg Resource Recovery Facility
HU - Harrisburg University
HUD - Housing and Urban Development
IAFF - International Association of Firefighters
LED - Light Emitting Diode
LTAP - Local Transportation Assistance Program
MBE/WBE - Minority Business Enterprise/Women's Business Enterprise
MCI - Managing Criminal Investigation
MCL - Maximum Contamination Level
MGMT - Management
MOED - Mayor's Office for Economic Development and Special Projects
MSA - Metropolitan Statistical Area
MSW - Municipal Solid Waste
NMAAH - National Museum of African American History
NPDES - National Pollution Discharge Elimination System
NTU - Nephelometric Turbidity Unit
OBID - Office of Business and Industrial Development
OMBE - Office of Minority Business Enterprise
OPT - Occupational Privilege Tax
PAL - Police Athletic League
PASSHE - Pennsylvania State System of Higher Education
PA-TF1 - Pennsylvania Task Force 1
PBB - Performance-Based Budgeting
PennDOT - Pennsylvania Department of Transportation
PIB - Pennsylvania Infrastructure Bank
PIDA - Pennsylvania Industrial Development Authority
pH - Percent Hydrogen
PHEAA - Pennsylvania Higher Education Assistance Agency
PPB - Performance Program Budget
PRPS - Pennsylvania Recreation and Park Society
PSB - Public Safety Building
PSECU - Pennsylvania State Employees Credit Union
PSU - Pennsylvania State University
REDDI - Regional Economic Development District Initiatives
RTS - Ready to Serve
SARAA - Susquehanna Area Regional Airport Authority
SBF - Small Business First
SHARP - Special Hazards Advanced Rescue Personnel
T & A - Trust and Agency
TAP - Traffic Accident Prevention
THA - The Harrisburg Authority
TRAN - Tax & Revenue Anticipation Note
TUH - Temple University Harrisburg
UCR - Uniform Crime Reporting
UDAG - Urban Development Action Grant
USAR - Urban Search and Rescue
USGS - United States Geological Service
VMC - Vehicle Management Center
WHBG - TV station run by Harrisburg Broadcasting Network
WPCACP - Water Pollution Control Association of Central Pennsylvania
ZHB - Zoning Hearing Board

GLOSSARY OF TERMS

A -

ACCRUAL BASIS - The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods or services are received (whether or not cash disbursements are made at that time).

ACTIVITIES - Specific services performed to accomplish program objectives and goals.

AGENCY FUND - Permanently established endowments where the annual income is used at the discretion of the organization in pursuit of a particular mandate.

ALLOCATION - The assignment or distribution of available resources such as revenue, personnel, buildings, and equipment among various City departments, bureaus, divisions, or offices.

APPROPRIATION - An authorization made by City Council which permits the City to incur obligations and to make expenditures or resources.

APPROVED (ADOPTED) BUDGET - The revenue and expenditure plan for the City for the fiscal year as enacted by City Council.

ARBITRAGE - Excess investment profits earned on the investment of lower-cost, tax-exempt bond proceeds.

ASSESSED VALUATION - The value placed upon real and personal property by the County tax assessor/appraiser as the basis for levying taxes.

ASSET - Property owned by the City which has monetary value.

AUDIT - Prepared by an independent certified public accounting firm, the primary objective of an audit is to determine if the City's general purpose financial statements present fairly the City's financial position and results of operations in conformity with the generally accepted accounting principles.

B -

BALANCED BUDGET - Proposed revenues and other resources equal proposed appropriations.

BOND - A long-term promise to repay a specified amount of money (the face value amount of the bond) on a particular date (maturity date). Bonds are primarily used to finance capital projects.

BUDGET - A plan of financial operation comprised of an estimate of proposed expenditures for a fiscal year and the proposed means of financing those expenditures to fund City services in accordance with adopted policy.

BUDGET CALENDAR - The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.

BUDGET DOCUMENT - A compilation of the spending and funding plans for the various funds, along with supporting narrative, schedules, tables, and charts which, in total, comprises the annual resource allocation plan.

BUDGET ORDINANCE - An ordinance considered and adopted by City Council to formally enact the proposed budget as amended.

BUDGET TRANSFER - Adjustment made to the budget during the fiscal year to properly account for unanticipated changes that occur in revenues and/or expenditures and for program initiatives approved during the fiscal year.

BUREAU - The largest organizational component within a department which design is tied to service output or function.

C -

CAPITAL IMPROVEMENT PLAN (CIP) - A multi-year plan to provide for equipment acquisition, improvement to public facilities, and construction of new facilities.

CAPITAL OUTLAY - Expenditures relating to the purchase of equipment, facility modifications, land, and other fixed assets.

CAPITAL PROJECTS FUND - A fund to account for the acquisition or construction of major capital facilities.

CASH BASIS - The method of accounting under which revenues are recorded when received in cash and expenditures are recorded when actually paid.

GLOSSARY OF TERMS

CREDIT RATING - The credit worthiness of an entity, as evaluated by independent agencies such as Moody's Investors Service, Inc. and Standard and Poor's Corp.

D -

DEBT SERVICE - Payment of interest and principal on an obligation resulting from issuance of bonds and notes.

DEBT SERVICE FUND - A fund used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest and related costs.

DEFICIT - An excess of liabilities and reserves of a fund over its assets.

DEPARTMENT - The largest organizational component of the City which has been assigned overall management responsibility for an operation or a group of related operations within a functional area.

DESIGNATED FUND BALANCE - A portion of unreserved fund balance assigned by City policy for a specific future use.

DIVISION - The largest organizational component within a bureau which design is tied to a specific service output or function.

E -

ENCUMBRANCE - A reservation of funds for an anticipated expenditure prior to actual payment for an item. Funds are reserved or encumbered once a contract obligation has been signed for an item, but prior to the cash payment actually being dispersed.

ENTERPRISE FUND - A fund used to account for revenues received for goods and services provided to the general public on a continuous basis and primarily financed through user charges.

EXPENDABLE TRUST FUND - Funds whose principal and income may be expended in the course of their designated operations. These funds may also be used to account for endowments whose principal may be expended in the course of their designated operations.

EXPENDITURE - Actual outlay of money for goods or services.

EXPENSE - Expenditures and other obligations (e.g., encumbrances) to expend money for goods and services.

F -

FICA - City's portion of mandatory Social Security contribution (6.20%) and mandatory Medicare contribution (1.45%) for its employees payable to the federal government.

FISCAL YEAR (FY) - A twelve-month period designated as the operating year for an entity. The fiscal year for the City of Harrisburg is January 1 - December 31.

FIXED ASSET - Asset of a long-term nature such as land, buildings, machinery, furniture, and other equipment. The City has defined fixed assets as those with an expected useful life in excess of one year and an acquisition cost in excess of \$5,000.

FRINGE BENEFITS - Health and welfare related benefits for all full-time employees, such as medical, dental, vision, and life insurance coverage, and a prescription drug plan which are included in the employee's compensation package.

FUND - An accounting entity that records all financial transactions for specified activities or government functions. The six fund types used by the City are - General Fund, Capital Projects Fund, Debt Service Fund, Special Revenue Funds, Propriety (Utility) Funds, and Trust and Agency Funds.

FUND BALANCE - A cumulative excess of revenues over expenditures segregated by fund.

G -

GENERAL OBLIGATION BOND and NOTE - Forms of borrowing (debt financing) which reflect written promises from the City to repay sums of money on specific dates at specified interest rates backed by the full faith, credit, and taxing power of the municipality.

GOVERNMENTAL FUNDS - Funds that account for the services provided to the general citizenry as opposed to a specific group. These funds focus on current financial resources, emphasizing budgetary control and available cash.

GLOSSARY OF TERMS

GRANT - A sum of money allotted from a specific governmental or non-profit organization to be used under certain circumstances for a designated purpose(s).

I -

INFRASTRUCTURE - The basic physical framework or foundation of the City, referring to its buildings, roads, bridges, sidewalks, water system, and sewer system.

INTERFUND TRANSFER - A transfer of money from one fund of the City to another fund of the City.

L -

LIABILITY - Debt or other legal obligations arising out of transactions in the past which must be paid, renewed, or refunded at some future date.

LINE-ITEM BUDGET - A budget that lists detailed expenditure categories such as salary, postage, and maintenance service contracts. The specific amount budgeted is also listed by category.

LONG -TERM DEBT - Debt with a maturity of more than one year after date of issuance.

M -

MILL - A taxation unit equal to one dollar of tax obligation for every \$1,000 of assessed valuation of property.

MILLAGE - The total tax obligation per \$1,000 of assessed valuation of property.

MODIFIED ACCRUAL - The method of accounting that is a mixture of both cash and accrual bases concepts. Revenues are recorded when they are both measurable and available to meet current liabilities. Expenditures are recorded when goods or services are received.

N -

NOTE - A short-term promise to repay a specified amount of money (the face value of the note) on a particular date (maturity date). Notes are primarily used to supplement current cash flow in anticipation of taxes and other revenues to be received, or to provide interim financing for capital projects in anticipation of the issuance of bonds.

O -

OBJECTIVE - A statement of purpose defined more specifically than a goal. (A goal may include several related objectives.) An objective normally indicates anticipated levels of achievement and is usually time limited and quantifiable.

OPERATING EXPENSES - Ongoing costs associated with sustaining City government operations such as: communications, professional fees, utilities, insurance, rentals, maintenance and repairs, contracted services, supplies, and minor capital.

ORGANIZATIONAL CHART - A chart representing the authority, responsibility, and relationships among departments, bureaus, and divisions within the City organization.

P -

PART I CRIME - Crimes that are classified as felonies, which are punishable by imprisonment. These crimes are more severe than a misdemeanor. These crimes consist of murder, rape, homicides, burglary, etc.

PART II CRIME - Crimes that are classified as misdemeanors, which are less offensive than felonies. These crimes consist of terroristic threats, trespassing, misconduct, theft, etc.

PART-TIME POSITION - A position regularly scheduled for no more than 25 hours per week.

PERFORMANCE-BASED BUDGETING - A method of allocating resources to achieve specific objectives based on program goals and measured results.

PERFORMANCE INDICATOR - A variable measuring the degree of goal and objective fulfillment achieved by programs.

PERSONNEL SERVICES - Expenditures relating to compensating employees of the City including wages, salaries, and special pay such as longevity, holiday, vacation, sick, personal, and bereavement; overtime and shift differential; fringe benefits such as FICA,

GLOSSARY OF TERMS

health, and life insurances; and miscellaneous expenditures such as pension plan contributions, workers' compensation, and unemployment compensation costs.

PROGRAM - An organized set of activities directed toward a common purpose or goal that an agency undertakes or proposes to carry out its responsibilities.

PROPOSED BUDGET - The City's resource allocation plan for the fiscal year as prepared and recommended by the Mayor for consideration by City Council.

PROPRIETARY FUND - A fund that accounts for businesslike operations that intend to recover their full cost through charges to customers and users.

R -

RESOURCE ALLOCATION PLAN - The City's revenue and expenditure plan for the fiscal year.

REVENUE - Money received or collected by the City through taxation, licenses, grants, fees, fines, forfeitures, charges, investments, and interfund transfers.

REVENUE BOND - Long-term borrowing that is backed by the revenues from a specific project such as a water or sewer system improvement.

RISK MANAGEMENT - The coordinated and continuous effort to minimize potential financial and human resource losses arising from workers' compensation, liability, and property exposures.

S -

SPECIAL REVENUE FUND - A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

T -

TAX & REVENUE ANTICIPATION NOTE – Short-term note issued on the premise that future tax collections and other revenues will be sufficient to meet repayment obligations, generally by the end of the calendar year.

TAX BASE - The total value of taxable property in the City.

U -

UNIT - The smallest organizational component within a bureau which by design further delineates the distribution of workload to achieve a specific output or function.

Y -

YIELD - The rate of return earned on an investment based on the cost of the investment.